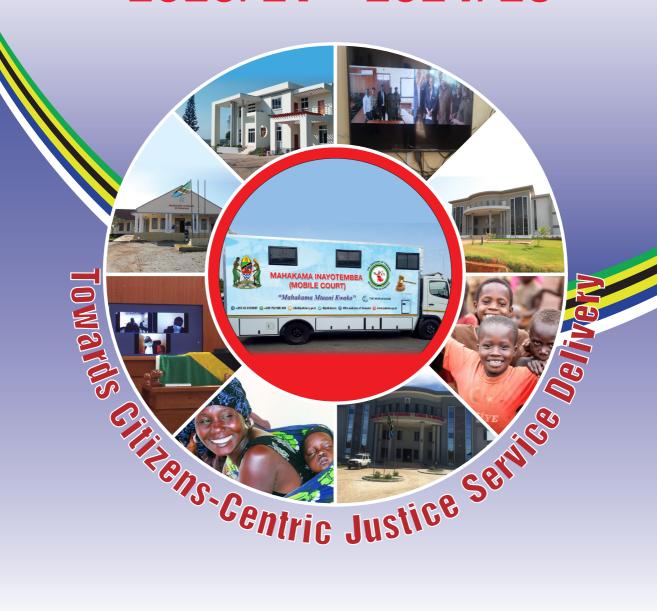


# THE UNITED REPUBLIC OF TANZANIA JUDICIARY OF TANZANIA



# JUDICIARY STRATEGIC PLAN **2020/21 - 2024/25**



THE UNITED REPUBLIC OF TANZANIA





**JUDICIARY OF TANZANIA** 

# JUDICIARY STRATEGIC PLAN 2020/21 - 2024/25

**Towards Citizen-Centric Justice Service Delivery** 

July, 2020

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# **ACRONYMS**

ADD		Alternative Discrete Besslution			
ADR	-	Alternative Dispute Resolution			
CCA	-	Chief Court Administrator			
CJ	-	Chief Justice			
CoA	-	Court of Appeal			
CPC	-	Civil Procedure Code			
DAHRM	-	Director of Administration and Human Resources Management			
DCM	-	Director of Case Management			
DICT	-	Director of Information, Communication and Technology			
DJSIE	-	Director of Judicial Supervision, Inspection and Ethics			
DPM	-	Director of Planning and Monitoring			
DRM	-	Director of Records Management			
GEPG	-	Government Electronic Payment Gateway			
GovNet	-	Government Network			
HCMIS	-	Human Capital Management Information System			
HEM	-	Head of Estate Management			
HIEC	-	Head of information, Education and Communication			
HQ	-	Headquarters			
ICT	-	Information and Communication Technology			
IEC	-	Information Education and Communication			
IJA	-	Institute of Judicial Administration – Lushoto			
IJC	-	Integrated Justice Centers			
JDU	-	Judiciary Delivery Unit			
JoT	-	udiciary of Tanzania			
JSC	-	Judicial Service Commission			
JSP	-	Judiciary Strategic Plan			
KPI	-	Key Performance Indicator			
KRA	-	Key Result Area			
LAN	-	Local Area Network			
M&E	-	Monitoring and Evaluation			
MoF	-	Ministry of Finance			
MTEF	-	Medium Term Expenditure Framework			
NFYDP	-	National Five-Year Development Plan			
PA	-	Public Address			
PCCB	-	Prevention and Combating of Corruption Bureau			
REPOA	-	Research on Poverty Alleviation			
RHC	-	Registrar of High Court			
RM	-	Resident Magistrate			
RT	-	Reform Team			
SO	-	Strategic Objective			
SWOC	-	Strength, Weakness, Opportunity and Challenges			
TDV	-	Tanzania Development Vision			
TNA	-	Training Needs Assessment			
TV	-	Television			
VC	-	Video Conference			
WAN	-	Wide Area Network			
	_				

### **FOREWORD**

The Constitution of United Republic of Tanzania 1977 guarantees access to justice to every citizen and places upon the shoulders of the Judiciary, the responsibility to ensure that justice is accessible to every citizen of Tanzania or non-citizen who seeks justice. Tanzania's Development Vision 2025 underscores the importance of modernized and strengthened Judiciary and justice stakeholders to propel Tanzania to become a middle-income status country. The modernisation of the Judiciary and the entire legal sector, builds a foundation to sustain peace, stability and unity that is conducive for trade, business and investments which will enable Tanzania to create employment and propel the economy into middle-income status and beyond.

The Five-Year Judiciary Strategic Plan 2015/16—2019/20 was aligned to the Tanzania Development Vision 2025 as the Judiciary of Tanzania's own response to the challenges facing access to justice and administration of justice in Tanzania. The Strategic Plan enabled the Judiciary to Plan, design and implement short, medium and long-term strategies to deliver citizen-centric Judiciary services.

It is gratifying to note that the first Five-Year Strategic Plan successfully came to an end just after the Fifth Phase Government of Tanzania finally pushed Tanzania into the middle-income status on 1/7/2020. The Plan played its own critical role in facilitating Tanzania to become a middle-income status country.

Just as it is necessary for the Government of Tanzania to sustain and build on Tanzania's acquired middle-income status; it is equally important for the Judiciary to move apace by implementing its own Second Five-Year Strategic Plan (2020/2021-2024/25). This is a five-year roadmap which not only builds on the successful implementation of the vision and mission of the first Five Year Strategic Plan (2015/6-2019/20); but also gives the Judiciary a further vision, mission and strategic direction for the coming five years (2020/2021-2024/25).

Besides being a reflection of top leadership commitment to implement prioritized interventions for the next five years, it also serves as a vehicle for resource mobilization and a guide on resource allocation.

The plan has been developed in the context of the best experiences and lessons learned from the implementation of the just concluded Plan that the Judiciary implemented in the last five years; setting in motion, excellent innovations the country has experienced in the justice delivery in the recent history.

The development process of this new Strategic Plan involved rounds of consultations with internal and external key stakeholders, whose contributions were invaluable and are part of the plan.

The Judiciary takes into cognizance the fact that justice delivery excellence is assessed in areas of efficiency, accessibility and transparency. The reviews that were undertaken periodically, reveal that efficiency in terms of case disposal improved

substantially resulting in the reduction of case backlog from 12% in 2015 to 5% in 2019. This is in part, due to increased use of ICT; that has enabled the introduction of attendant systems such as electronic case management, including filing of cases online and litigation of cases through video conference facilities. This entails a continuous review of some key rules of procedures, capacity building for staff while encouraging other key stakeholders to embrace technology.

Needless to say, the implementation of Strategic Plan (2015/16 – 2019/20) met challenges, which have been taken on board in the new Plan. Reforms barely succeed without change of mindset. Issues relating change of mindset, both within and outside of the Judiciary, and business re-engineering, have been given priority under the new plan.

Following their guiding success, the new plan retains the three main pillars upon which the first Plan was built on. These are: Governance, Accountability and Management of Resources; Access to Justice and expeditiousness; and Public Trust and stakeholders' engagement. Under each pillar, there are important issues that are emphasized in order for the Judiciary to realize the broader constitutional objectives *vis as viz* improvement of infrastructure; finalization of e-case management systems; enhancing staff capacity; strengthening inspection and supervision; and enhancing stakeholder engagement.

A strategic plan which is not implemented, will not be worth the papers it is written on. I am glad that our first Five Year Strategic Plan was successfully implemented, and has since won much acclaim. I wish to acknowledge the very hard work of the dedicated Judiciary staff, and management, in the implementation of the previous Strategic Plan and their commitment to the preparation and pledge to implement this new Plan. However, success of this new plan will heavily rely upon support from our stakeholders, led by the other two arms of State Power—the Executive and the Legislature.

**J** 

HON. PROF. IBRAHIM HAMIS JUMA

**CHIEF JUSTICE** 

### **PREFACE**

Tanzania is implementing policies and programs that aim to enable the country achieve the objectives of the Tanzania Development Vision (TDV) 2025. The vision envisions among other things that "by 2025, Tanzania will have graduated from a least developed to a country with a high level of human development". Consistent with this vision, Tanzania will be a nation imbued with five main attributes: High quality livelihood, peace, stability and unity, good governance, a well-educated and learning society and; a competitive economy capable of producing sustainable growth and shared benefits.

Through the concerted efforts, Tanzania has managed to make greater strides and achieved a lower middle-income status in 2020, making it possible to achieve a full middle-income status (and beyond) by 2025 as anticipated in the Vision 2025. This calls for a sustained effort by all sectors of the economy. This entails proper planning and programming for implementing respective national and institutional policies aimed to contribute to the achievement of broader national goals. Therefore, the Judiciary has to play its part in order to promote access to justice and the rule of law as a precondition for equitable development enshrined in the constitution of the United Republic of Tanzania 1977, as well as in the Vision 2025.

It is in this context that the Judiciary has prepared this Five Years Strategic Plan 2020/21 - 2024/25 as a roadmap for the Judiciary service delivery to the general public in the next five years in line with the aspirations of the National Development Vision 2025. The main focus of the plan is to ensure that cases and disputes are settled timely so that people can concentrate on economic activities as the country is striving towards a full middle income economic status by 2025.

The implementation of this Five-Year Strategic Plan focuses on improving physical infrastructures, capacity development on contemporary issues and enhanced use of Information and Communication Technology (ICT). It is our sincere belief that the key areas identified in this plan will help the Judiciary achieve its objectives which are: timely and accessible justice, transparency and efficiency; and be accountable to the general public. In order to implement this Plan effectively, we have included a chapter that details a Monitoring and Evaluation (M&E) Framework which will facilitate consistent trucking of the envisaged interventions. Based on the M&E Framework, we also undertake to develop the necessary Results frame to ensure the Judiciary achieves the outcomes for which this plan has been developed.

We call upon all stakeholders within and outside the Judiciary, to support the implementation of this plan.

HON. MATHIAS B. KABUNDUGURU CHIEF COURT ADMINISTRATOR

HON. WILBERT M. CHUMA
CHIEF REGISTRAR

### **EXECUTIVE SUMMARY**

This is the second successive Strategic Plan since the Judiciary embarked on the reforms aimed to improve justice service delivery in 2010s. It is built on the achievements and challenges recorded during the implementation of the 2015/16-2019/20 Strategic Plan. It also takes into account, the role played by stakeholders in justice service delivery in Tanzania. Furthermore, it explores new strategic areas that will stimulate improvements in justice services delivery in a bid to meet public trust and client expectations.

Development of this plan took cognizance of need to achieve national macro policies and plans in line with National Development Vision -2025, regional and global dynamics in the contexts of justice service delivery. Experiences and inputs from a range of Judiciary leadership and other collaborators have largely contributed to the development of this valuable document.

The contents of the plan include the environment scan that has been carried out in chapter two. The scan analyses both internal and external factors affecting areas of technology, capacity in respect of material and human resources, political aspect and stakeholder's collaboration. The chapter also assess key achievements recorded in the previous plan. It is imperative to note that the Judiciary achieved to a large extent, the goals that were set in the previous plan. The notable anecdote is visible in terms of reduce time of litigation and increased disposal rate, infrastructure development, information and communication technology, human resources development as well as improved public perception towards the justice service delivery in the country. The gaps that remained unfilled and the existing challenges formed the basis upon which this plan has been anchored, and the issues which this plan intends to address are elaborated in chapter three.

The chapter underscores the need for the Judiciary to maintain its Vision, Mission and Values which the principles of service delivery are intended to achieve. The major areas of impact (Key Results Areas) and strategies in the delivery of justice are equally delineated in this chapter.

The Plan contains three strategic Pillars; seven Key Result Areas; fourteen Strategic Objectives; nineteen Strategies; thirty-three Strategic Delivery Targets; one hundred twenty-eight Initiatives; and fifty-eight Key Performance Indicators. Refer the summarized table here below:

Description		Pillar			Total
Description		I	II	III	Total
Key Result Area		2	2	3	7
Strategic Objective			4	4	14
Strategy		8	5	6	19
Vary Dankannanaa In	Top line KPI	-	-	-	2
Key Performance Indicators (KPI)	Intermediate KPI	11	36	9	56
Strategic Delivery Target			11	8	35
Initiatives		59	47	22	128

Chapter four provides details on implementation arrangement and resource mobilization strategy in order to ensure that the plan achieves the expected results. It describes levels of accountability on the respective roles and responsibilities assigned to strategic leadership.

Monitoring and Evaluation mechanisms for assessing efficient implementation of planned activities is discussed in chapter five.

The achievement of desired objectives of this Strategic Plan 2020/21 - 2024/25 will depend on the comprehensive set of M & E system which incorporates all major set of activities to guarantee quality services and envisaged results. The system will ensure a systemic reporting structure and feedback mechanism at different levels of implementation.



# 1.1. Background

The Judiciary Strategic Plan envisages to contribute toward the achievement of aspirations of Tanzania's Development Vision 2025. The key attributes identified in the vision are: High quality livelihood, peace, stability and unity, good governance, a welleducated and learning society and; a competitive economy capable of producing sustainable growth and shared benefits. In order to achieve these attributes, various strategies were developed, with all state institutions allocated responsibilities within the context the Constitution of the United Republic of Tanzania. Effecting these responsibilities required among other things, each institution to be innovative in terms of mindset and planning approaches. It is worth noting that this Strategic Plan has been developed when Tanzania is already enjoying the Lower Middle-Income Status which was formerly declared in July, 2020. No doubt the Judiciary also contributed to the attainment of this status, particularly the promotion of rule of law and good governance.

The modernisation of the Judiciary and legal sector are geared towards building a foundation for sustained peace, stability and unity that is conducive for trade, business and investments as precondition to propel the economy into middle-income status and beyond. The modernization of the Judiciary could not have taken place without a well thought and designed institutional framework.

# 1.2 Institutional Framework of the Judiciary

The Judiciary draws its mandate from Article 107A and 107B of the Constitution of the United Republic of Tanzania of 1977. It is charged with dispensation of justice and hence maintenance of peace in the Country.

In executing its Constitutional mandate, the Judiciary of Tanzania operates under the Judiciary Administration Act No.4 of 2011. The Act makes better provision for the Administration of Judiciary and put in place the offices of Chief Court Administrator who is head of general administration and Accounting Officer and Chief Registrar who is responsible for effective performance of the Judicial functions. To ensure effective dispensation of justice, the Judiciary operates in different court levels.

# 1.2.1 The Court System

The Judiciary operates in a four-tier system, namely, Court of Appeal; the High Court; Courts of Resident Magistrate and District Courts; and Primary Courts.

The Judiciary is headed by the Chief Justice, who is assisted by Jaji Kiongozi in the judicial matters at High Court and Subordinate Courts.

# 1.2.2 The Court of Appeal

This is the highest level in the justice delivery system in Tanzania. The Court of Appeal draws its mandate from Article 117(1) of the Constitution of the United Republic of Tanzania. The Court hears appeals on both point of law and facts for cases originating from the High Court of Tanzania and Magistrates with extended jurisdiction in exercise of their original jurisdiction or appellate and revisional jurisdiction over matters originating in the District Land and Housing Tribunals, District Courts and Courts of Resident Magistrate. The Court also hears similar appeals from quasi judicial bodies of status equivalent to that of the High Court. It further hears appeals on point of law against the decision of the High Court in matters originating from Primary Courts.

The Court of Appeal also exercises jurisdiction on appeals originating from the High Court of Zanzibar except for constitutional issues arising from the interpretation of the Constitution of Zanzibar and matters arising from the Kadhi Court.

# 1.2.3 The High Court

This is the second level in the Judiciary justice delivery hierarchy. It draws its mandate from Article 108(1) of the Constitution. It has both appellate and original powers on civil and criminal matters. It also hears appeals from the Courts of Resident Magistrate, the District Courts, and the District Land and Housing Tribunals in exercise of their original, appellate and/or revisional jurisdiction. Further, the High Court has revisional and supervisory powers over subordinate courts, tribunals, and administrative and quasi-judicial bodies. The High Court is divided into Zones and specialized Divisions.

Currently there are sixteen (16) Zones and four (4) Specialized Divisions namely: Commercial, Land, Labor and Corruption & Economic Crime. The establishment of special divisions was aimed at creating a conducive environment for the attraction of investments necessary for economic growth, by faster resolution of legal matters that required court's intervention.

Future Judiciary plan, is to have High Court centers in all administrative regions in a move to expand accessibility to justice by the citizens.

# 1.2.4 Court of Resident Magistrate and District Court

The Court of Resident Magistrate and District Court is third level in the Judiciary justice delivery hierarchy. The Court of Resident Magistrate is established by an order of the Chief Justice under section 5 (1) of the Magistrates' Courts Act [CAP 11 R.E 2019]. It exercises jurisdiction over the area specified by the Order establishing it. It has original jurisdiction in both civil and criminal matters.

The District Court is established under section 4(1) of the Magistrates' Courts Act, [CAP 11 R.E 2019]. It exercises jurisdiction within the district of its establishment or as may be extended by the Chief Justice. In addition to its original jurisdiction, it has both appellate and revisional jurisdiction over matters originating in the Primary Court.

# 1.2.5 Primary Court

This is a lowest level of Courts in hierarchy. The Court is established under section 3(1) of the Magistrates' Courts Act, [CAP 11 R.E 2019]. It exercises criminal and civil jurisdiction within the district of its establishment. The Court also has appellate and revisional jurisdiction over Ward Tribunals.

Much as Primary Courts are supposed to be established in every Administrative Ward in order to facilitate accessibility to justice, only 785 are currently operational.

### 1.3 Judicial Service Commission

The Judicial Service Commission (JSC) is the top most body which, apart from giving policy direction, it also oversees operations of the Judiciary. The mandate of JSC is stipulated under article 112 of the Constitution. The Commission provide right directives to be followed for better execution of the constitutional mandate vested to Judiciary. The Commission has employment and disciplinary powers over Judiciary employees. It also plays an advisory role to the President in terms of appointment of senior judiciary officials including Judges, Court Administrators and Registrars.

# 1.4. Development of the Strategic Plan (2020/21 – 2024/25)

As pointed out in the preceding sections, this SP is rooted on the need for the Judiciary to fulfill its obligation as set in the Tanzania Development Vision (TDV) 2025, as well as other national policies; United Nations Sustainable Development Goals 2030, Africa Development Agenda 2063 and Ruling Party Election Manifesto 2020. It further draws on the experiences gained from implementation of the previous five (5) years Strategic Plan (2015/16 - 2019/20). It is the second successive Strategic Plan since the Judiciary started reforms aimed to improve justice service delivery.

Because of the foregoing, this Strategic Plan intends to sustain the vigor of the previous one, by maintaining the broader objectives, as well as the strategic pillars upon which the Judiciary vision and mission are anchored. The broader goal remains to achieve **Citizen Centric Justice Service Delivery**; while the pillars are:

- (1) Governance, Accountability and Management of Resources.
- (2) Access to Justice and Expeditiousness
- (3) Public Trust and Stakeholder Engagement.

In the course of developing this Strategic Plan, the Judiciary undertook several reviews of the past performance reports, current situation in the Governance Sector, and periodical surveys that focused on assessing efficiency and effectiveness of Judiciary service delivery. It also took into account the views, comments and directives made by high level leadership of Judiciary, Judges in charges, functional level Judiciary staff, stakeholders and other collaborators in the Justice Delivery chain.

To conclude the development process of this Strategic Plan, the Judiciary took cognizance that justice delivery requires active and constant involvement of key actors in the entire justice chain. Therefore, the development of this Strategic Plan involved to a great extent, synchronization of roles that the cooperating actors play in the justice delivery chain as a precondition for enhancing efficiency and collaboration in justice service delivery. The aim was to appreciate a kind of 'Justice Chain' involving key actors including Prisons, Investigators, Court Brokers and Process Servers, Legal Aid and Private Advocates and other quasi-judicial bodies. The relevant institutions and individuals involved in the justice chain were therefore consulted and their views and comment have been taken on board.

# A. Judiciary Clients and stakeholders

The Judiciary like other service providers, focuses on quality of services and customer satisfaction. In this regard, the preparation of the plan took cognizance of the clients' needs and expectations, which form the basis for priority interventions during the plan period. The client's needs and expectations are summarized hereunder.

Table No. 1: Client needs and Expectations

S/N	JOT CLIENTS	NEEDS/ EXPECTATIONS
1.	The Government;	Expeditious disposal of disputes and criminal cases, amicable settlement of disputes and determination of cases without being tied up with technicalities.
2.	The Public with matters filed in court;	Speedy disposal of their cases; quality services; clear and reasoned decisions; value for the money (fee) they pay; good customer care/service; courtesy from competent court staff.
3.	The Attorney General	Smooth court operations
4.	The Solicitor General	Timely, accurate court cause lists and sessions
5.	National Prosecution Services	Timely, accurate court cause lists and sessions
6.	Court assessors	Prompt payment of allowances
7.	Court Brokers (Bailiffs) and Process-servers	Prompt and accurate documents Availability of documents
8.	Advocates (Legal Practitioners);	Fair hearings, quality decisions, impartiality and adequate time to hear their cases within reasonable period.
9.	Learning Institutions	Timely publication of case laws and legal research that inform their curriculum and course contents
10.	Judiciary employees;	<ul> <li>Empowerment with knowledge, skills and exposure to the modern court systems and practices.</li> <li>Conducive work environment.</li> <li>Remuneration and statutory entitlements paid on time</li> </ul>

S/N	JOT CLIENTS	NEEDS/ EXPECTATIONS
11.	The Civil Society	Safeguarding and protection of
	organizations and	human rights as well as capacity
	media	building
12.	The Development	Ethical behaviour, good
	Partners	governance and reforms that
		support effective functioning of
		the Judiciary
13.	The Prisons	Timely serving of remove order
	Department	as well as clear court orders
14.	The Tanzania Police	Predictable court sessions
	Force	
15.	The Social welfare	Clear and timely directives/
	officers	orders from the court
		<ul> <li>Proper consideration of their</li> </ul>
		reports
16.	PCCB	Ethical functioning of the
		Judiciary
17.	Quasi- judicial	Clear judicial guidelines and
	Tribunals	directives
		Timely remittance of records
18.	The government	Adequate notice to appear in
	chemist	court
19.	The Controller and	Prompt response to audit queries
20	Auditor General	A
20.	The MOF	Accountability for funds Public accountability and prompt
21.	The Ministry of Constitution and	court decisions
		court decisions
22.	legal Affairs The Parliament	Public accountability and prompt
22.	The rainament	Public accountability and prompt
23.	Private sector/	court decisions Timely completion of cases and
23.	business community	fair and impartial judgements.
24.	The JSC	<ul> <li>Productivity of the Judiciary</li> </ul>
	11.0,00	Professional, ethical and
		value-based Judiciary
	1	varue-vaseu juuiciai y

# 1.5. Structure of the Strategic Plan

This Plan has five chapters after the introduction, chapter two details the situation analysis by scanning the environment in which the Judiciary operates. The analysis is built on the impact that the previous Strategic Plan has had.

Based on chapter two, chapter three presents the Plan, showing the required interventions for the Judiciary to sustain the reform agenda. In chapter four, the implementation framework is provided. Chapter five deals with issues related to the coordination, monitoring and evaluation of the Strategic Plan.



#### 2.1. The basis of the situation analysis

As pointed out in the introductory part, this Strategic Plan is bult on the pillars of the 2015/16-2019/20 Strategic Plan. The status and the public trust that the Judiciary is currently enjoying ought to be explained in part, on the successful implementation of this plan. Much as the situation analysis will draw from other factors that may not be emanating from the 2015/16-2019/20 Strategic Plan, it takes into account the formal evaluations that were undertaken in the context of the Monitoring and Evaluation mechanisms that were inbuilt during its adoption.

#### 2.2. Review of Strategic Plan 2015/16 - 2019/20

The Strategic Plan 2015/16 - 2019/20 had three pillars namely Governance, Accountability and Management of Resources, Access to Justice and Expeditiousness, and Public Trust and Stakeholder's Engagement. Under these pillars, the Judiciary had intended to achieve the following results: Organizational transformation, Quality Judicial Decisions, Efficient and Effective Case Management System, Effective Judicial Supervision and Inspection, Equitable access to justice for all, increased public and stakeholders trust, Ethical and Values-Based Judiciary, Improved Inter Institutional coordination and cooperation. The achievements recorded and the attendant current situations under each pillar are discussed in turn in the sections that follow.

# 2.2.1. Governance, Accountability and Management of Resources

Under this Pillar, the Judiciary introduced a number of innovations including the following;

# 2.2.1.1. Strengthening Judicial Ethics Committees

During the period under review, the Judiciary in collaboration with the Judicial Service Commission, addressed a number of Governance issues. Currently, the Judiciary is celebrating a wellestablished governance infrastructure. This includes strengthening of 26 Regional and 139 District Ethics Committees, by developing

Guidelines that will enable them fulfill their responsibilities. The three Guidelines; *Mwongozo wa Uendeshaji wa kamati za Maadili ya Maafisa wa mahakama*, 2019 and *Mwongozo wa Mafunzo ya Kamati za maadili ya Maafisa wa Mahakama*, 2019 and the Code of Ethics for Judicial Officers will facilitate regular monitoring of ethical behavior among judicial officers at all Court levels. Apart from issuing of guidelines, the Judiciary provide mobile phones to all Courts and Government Offices at Regional and District level, through which members of public register complaints, or comment concerning Judiciary Services and conduct of Judiciary staff.

These supply driven infrastructures were complimented by the Judiciary's efforts to stimulate demand for accountability through public education.

### 2.2.1.2. Gender Issues

Tanzania is a signatory to international conventions regarding gender balance as part good governance framework. The Judiciary has not lagged behind in terms of gender equity as can be noted from the staffing point of view. For example, out of **16** Justices of Appeal, **7** are female Judges. The High Court also portrays a similar picture in that among **72** Judges, **24** are female Judges. At the Lower level, the Judiciary boasts of **624** female Resident Magistrates against **662** Male Residence Magistrates as of June, 2020.

# 2.2.1.3. National Fiber Optics

The above gains could not have been achieved without a reliable ICT infrastructure. The Judiciary undertook to ensure that in a possible manner, all courts must be connected to the National Fiber Optic. Currently 157 Court buildings are connected to the National Fiber Optic. This has in turn, enabled smooth communication and information sharing within and outside Judiciary.

# 2.2.1.4. Capacity building to the Judiciary Staff

During the period under review, **3**, **806** staff and stakeholders underwent training in various tailor-made courses. Being gender conscious, **3**,**627** Judiciary staff trained were disaggregated in that, **1**,**812** were male and **1**,**815** were females. Similarly, **179** participants from stakeholder institutions were trained out of which **119** were male and **60** females.

The participants were drawn from the Attorney General's Office, Solicitor General's Office, Court Brokers, PCCB, Ministry of Constitutional and Legal Affairs, Police, Prisons, Government Chemist, Tanganyika Law Society, Probation Officers, Law Reform

Commission, and Commission for Human Rights and Good Governance. These training have positively impacted, among other things, timely and quality court decisions, sound financial management, Effective procurement management and improved customer satisfaction.

# 2.2.1.5. Knowledge and experience sharing

Apart from the capacity programs that were conducted locally, some of the Judiciary staff and other key stakeholders had opportunities to conduct visits abroad for knowledge and experience sharing. Such study visits were intended to expose Judiciary staff to good practices in the United States of America, Guatemala, France and Kazakhstani, Nigeria, South Africa, Seychelles, and Namibia. The focus areas were on mobile court experiences, management of training including e-learning, management of Judicial Training Institutes, Concept of Integrated Justice centers, application of ICT in court business (e-case management system, recording and transcription of case proceedings) and online law reporting.

# 2.2.1.6. Access to Justice and Expeditiousness

**2.2.1.6.1.** In order to facilitate justice for all, the Judiciary undertook to improve the infrastructure for justice service delivery. The infrastructure that the Judiciary perceived was to embed both hard and soft concepts. Thus, in the last five years, Tanzania has witnessed unprecedented construction of modern Court buildings fitted with the corresponding modern Information and Communication Technology (ICT). The Judiciary ought to be credited for the innovative approach adopted to understand the magnitude of the infrastructure required in order to achieve the broader goal of ensuring justice for all. The Judiciary acquired a software popularly known as JMap which is used to indicate geographical location of each court throughout the country. The software also enables to keep data on status of the courts, ranging from being used or not, renovation requirements, number of staff, number of cases as well as whether a particular area required a new building altogether.

**2.2.1.6.2.** To date, it is possible to know where each court is, and whether it is operational or not. The JMap has been instrumental in enabling the Judiciary to take a prioritized approach when it comes to the construction of new buildings or renovations. Because of such innovations and the desire of the Judiciary to ensure access to justice for all, the situation improved substantially, thanks to the Government's commitment to allocate financial resources to the Judiciary construction projects. As a result, it is possible to celebrate some achievements in terms of infrastructure for service delivery through court buildings that were constructed between 2015/16 and 2019/2020.

- **2.2.1.6.3.** At the High Court level, the number of Centers increased from 14 to 16 following the completion of Mara and Kigoma High Courts. In the same period, the Judiciary started the construction of six more centers of Arusha, Dodoma, Kinondoni, Morogoro, Mwanza and Temeke. It worth noting that apart from increasing the number of High Court Centers, a new concept that signifies the desire to ensure that justice is timely accessible to all stakeholders, has been adopted. This new concept, the Integrated Justice Center, entails housing together, the three tiers of the court, namely, Primary Court, Court of Resident Magistrate & District Court and the High Court. More importantly however, is the provision of space and facilities for stakeholders (Investigators, Prosecutors, Advocates and Social Welfare Officers) in justice service delivery chain referred to in chapter one. Measures taken to improve working environment as well facilitating justice delivery at the lower court levels are also instructive.
- **2.2.1.6.4.** During the period under review, **39** subordinate courts, including five (**5**) Courts of Resident Magistrate, **15** District Courts and **19** Primary Courts were constructed. Through collaboration with the public, the construction of six (**6**) out of **19** Primary court buildings were initiated through community efforts with the Judiciary making the finishing and furnishing touches. This was encouraging as it shows justice services were increasingly becoming citizen-centric and demand driven. Before leaving the assessment of hard infrastructure development it is imperative to comment on the concept of the Justice on Wheel (Mobile Court) Services.
- **2.2.1.6.5.** Justice-on-wheel (Mobile Court) services was adopted to enhance access to justice and bring judicial services closer to the people. The innovation was also intended to provide justice to citizens at a lower cost. The improved justice on Wheels program started in July 2019 with two (2) specialized mobile court being deployed in the cities of Dar es salaam and Mwanza
- **2.2.1.6.6.** The construction of courts, and the introduction of Justice on the Wheel, has had an impact in that while meeting the broader policy objective of enabling justice accessibility by the citizens, it has also reduced the distance the citizens cover to access court services. The construction of two (2) High Court centers for Kigoma and Mara for example, has increased access to High Court Services from 53% of the Population in 2015 to 69% in 2020; fourteen percentage points compared to the set target of 55% by 2019. It has also reduced the distance of about 577 kilometers from Kigoma to Tabora; and about 296 kilometers from Mara to Mwanza. The Court Users Survey conducted in 2019, showed that 42% of court users were satisfied with distance to the court compared to **38**% in 2015.

- **2.2.1.6.7.** In terms of Mobile Courts, the assessment conducted in January, 2020 is encouraging. It revealed that out of 641 cases registered since this system was introduced, 559 (87%) were disposed. The assessment further revealed that 7,692 individuals benefited from the mobile court services.
- **2.2.1.7.** Access to court Information, for the purposes of providing quality services, Judiciary adopted circular to which it committed itself to ensure that Court judgments and proceedings are availed to the parties within the period of 21 and 30 days. For those who cannot pick the documents from the respective courts, their judgments and proceedings are delivered through Posta Mlangoni (Door step delivery) services commissioned to the Tanzania Postal Services Corporation. This has not only reduced the cost to the parties but has also allowed them with opportunity to timely initiate appeal or revision process for the aggrieved parties.
- **2.2.1.8.** Court Brokers and Process Servers, the Judiciary reviewed the Court Brokers and Process Server Rules and facilitated the establishment of Court Brokers Association. The revised rules have facilitated proper management of their appointment, remuneration and conduct. Awareness of the rules has led to an increase in the number of Court Brokers from 45 in 2015 to 79 in 2019. Further to the issuance of the rules, 71 Process Servers have been registered as of June, 2020 which have enhanced reliability and timely delivery of court documents particularly summons to the parties. The improved Court Brokers management, has guaranteed proper and safe execution of court decisions.

# 2.2.1.9. Review of complex and outdated Laws and Rules of procedures

Increase in efficiency entailed among others, to undertake business process re-engineering in which the Judiciary embarked on the revision of various court procedures and promotion of the use of Alternative Dispute Resolution. The review focused mainly on court rules under the Civil Procedure Code (CPC) in which a number of steps involved before the case is concluded were reduced from 38 to 21. Furthermore, 28 various Rules of procedures were reviewed and promulgated.

**2.2.1.10. Simple index of court Rules and laws**, under this initiative, 63 commonly used laws in court were reviewed to incorporate all amendments that were made between 2015 to November 2019. As a result, the 2019 edition of the revised laws published through Government Notice (GN) No. 140 of 2020, supersedes all previous editions. This intervention facilitated an appropriate citation of the respective laws by the Judges, Magistrates and other users, thereby ensuring appropriate decisions and timely disposal of cases.

# 2.2.1.11. Case backlog

The case backlog is defined as a pending case or cases before the court for a longer period than the one prescribed in the directives for performance improvement. In case of Court of Appeal and High Court the cases are considered back-log if they are not decided within 24 months after being registered. In the case of the Court of Resident Magistrate and District Courts they fall under this category if they are not finalized within the period of 12 months; and in case of Primary Courts, the period is beyond six months. It is therefore important to note that the share of case backlog to pending cases at all court levels has decreased from 12% in 2015/16 to 5% in 2019/2020.

Case back-logs have both social and economic implications. Therefore, timely resolution of conflicts has positive impact on social economic activities. For example, statistics shows that the value of financial claims on case backlog under litigation in the Commercial Court which were resolved from 2016 to 2019 amounted to TZS. 4,168,036,874,452 which is equivalent to almost 3% of the Gross Domestic Product (GDP). Tying up such an amount of money affects investment and other associated benefits in the economy such as employment.

# 2.2.1.12. e - case management system

The use of ICT has much improved service provision in the Judiciary. The areas improved included e-case filing, Video Conferencing, Case Management and Electronic Case Data Base. In the area of Case Management, the development of JSDS Version 2.0 has eased case registration, case tracking, retrieval of proceedings and judgments and case information. The use of electronic payments through Government Electronic Payment Gateway (GEPG) has also enhanced efficiency and transparency in delivering court services.

# **2.2.1.13.** Video conference (VC) and Audio-Visual Recording Facilities

The Judiciary successfully installed VC facilities in all 16 High Court centers, 4 High Court Divisions (Land Court, Labour Court; Commercial Court and Corruption and Economic Crimes Court) 17 Prisons centers; IJA and Kisutu Training Centre. Further 12 sets of Audio-Visual Recording Facilities were installed in four High Court Divisions.

The introduction of video conferencing technology in the Judiciary has seen a number of 7,968 case sessions conducted through Video Conference. The video conferencing was so helpful during outbreak of Covid -19 pandemic (March – June, 2020) as Government was enforcing social distancing as a way of mitigating the spread of the disease. This enabled the Judiciary to maintain service delivery, at the same time reducing operational costs. It is on record that by using video conference facilities at the peak of the pandemic, Tzs. 916,697,579.00 was saved by Judiciary (Tzs. 796,681,486.00) and the Prisons Department saved Tzs. 120,016,093.00.

# 2.2.1.14. Decongestion of Registries

The Judiciary identified, sorted, listed and transferred semi-current case files to the National Records Centre. A total number of 351,150 closed case files were transferred to National Records Centre - Dodoma. Because of this exercise it is now possible to timely retrieve case files from case registries.

# 2.2.2. Public trust and stakeholder's engagement

Under this pillar various initiatives were undertaken to ensure key stakeholders are actively involved to facilitate justice services delivery to the public. The initiatives include signing Memorandum of Understanding with Commission for Mediation and Arbitration and District Land and Housing Tribunal to facilitate timely submission of records; training of staff from key stakeholder institutions and provision of Video Conference facilities to selected Prisons.

To ensure public awareness on Judiciary services, number of public education programs were conducted. This involved among others things, law week exhibition, setting aside one day in a week whereby people would be invited to attend education on legal matters, and at the same time given opportunity to air their views on how justice delivery could be improved. Apart from the annual law week which takes place a week before Court resumes its business after annual vacation, the Judiciary also participates in other national exhibition avenues such as International Trade Fair

where it organizes clinics for citizens who seek justice education as well as resolving judicial issues on the spot. These events provide the Court with the opportunity to address legal issues affecting the public, as well as acting as a feedback mechanism that enables the Judiciary to improve services.

# 2.2.2.1. Reflections on the Public trust and stakeholder's engagement and the General Public Perception

These approaches were in part, been responsible for the improved public trust as demonstrated in the last survey commissioned by the Judiciary from August to December, 2020. The Court Users Survey, conducted by the Research on Poverty Alleviation (REPOA) was intended to assess the level of public satisfaction with court services. The Terms of Reference had tasked the researchers to track people's perception on some areas of court services. The study showed increased levels of satisfaction from 61% in 2015 to 78% in 2019. The findings of this study are summarized in the Table below.

Table No. 2: Percentage of court user satisfied on key selected areas

	8	J	
S/N	AREA OF CONCERN	2015	2019
1.	Access to court documents	40%	70%
2.	Availability of information regarding Court procedures	45%	75%
3.	Access to Court Building	78%	86%
4.	Confidence on what to expect from the court	81%	86%
5.	Quality of the services	82%	92%

# 2.3. Issues and Challenges that affected implementation of 2015/16 – 2019/20

From the foregoing review, it is imperative to suggest that much as the Judiciary has recorded a number of strides towards citizen centric service delivery, there are several challenges to which future efforts must be directed. The challenges vary in terms of magnitude and therefore addressing them will have to be prioritized, given the level of resources required within the context of other competing demands.

# 2.3.1. Infrastructure Development

The review has shown that justice delivery needs both hard and soft infrastructure. This is the most critical area for the Judiciary to reach majority of the population, especially in the disadvantaged areas. As the population grows, it creates demand for public services including justice. Most of court buildings especially Primary Courts are still in poor condition despite the effort made over the last five years. The shortage of Court buildings across all levels is indicated in a table below:

Table No. 3: Requirement of infrastructure in different Court levels

S/N	LEVEL OF COURTS	DEMAND	STRENGTH	SHORTFALL
1	High Courts	28	16	12
2	District Courts	139	64	75
3	Primary Courts	791	649	142

Accommodation for staff is also a challenge especially for staff who are entitled to free housing and for unentitled staff working in disadvantaged areas with few houses available for rent. Judiciary has been incurring huge amount of money for renting houses for senior entitled officers, in such circumstances, there is a need in any construction of court buildings to go hand in hand with the construction of staff houses.

# 2.3.2. Capacity of the Institute of Judicial Administration Lushoto (IJA)

According to the Judiciary Training Policy of 2020, all capacity building programs are managed by the institute of Judicial Administration (IJA) located in Lushoto, Tanga Region. While IJA has been playing its role of skills development quite well, it has in recent times forced to grapple with the increased demand by not only the judiciary, but also from other arms of the state.

This demand is due in part, to the government desire to promote good governance based on the rule of law at the lower Government levels, particularly in Local Government Authorities. Statistics available show that the number of enrolments increased from 360 in 2019/2020 to 465 in 2020/21. In order to enable it carry out its roles effectively, IJA will have to invest in infrastructure, systems for course delivery, tutors, as well as regular revision of the curriculum.

# 2.3.3. Technology

The level and pace of investment in technology for the delivery of court services is limited due to the cost on one hand, and the dilapidated buildings especially at District and Primary Court levels.

### 2.3.4. Amendments of Laws and Rules

There are some outdated laws and rules of procedures which need to be reviewed to enhance accessibility and expeditiousness of justice delivery. The Judiciary will keep on engaging the relevant authorities to revise the outdated laws, especially those to which Judiciary has no control.

# 2.3.5. Change of Mindset

Despite the ongoing reforms, there are still noticeable signs of reluctance to adopt changes among some of the Judiciary employees and other stakeholder institutions. The Judiciary will adopt change management techniques to ensure that each of them is onboard.

#### 2.3.6. Human resources

The achievement being celebrated under the just concluded JSP, were invariably contributed to, by the Judiciary employees. This component of reforms remains critical. In this context, the pertinent question remains as to how HR management is postured in terms of systems, numbers, competence and ethical behavior. In terms of HRM systems, the Judiciary as part of the Public Service, depends on the centrally administered system; the Human Capital Management Information System (HCMIS). Nevertheless, and given the nature of operations pertaining to the judiciary, there will be a need to improve the systems that suits the local needs for it to operate smoothly.

Issues related to the number of staff in some of the specialized areas of the Judiciary operations remains a challenge. For instance, new cadres such as transcribers and ICT officers are highly needed. The Strategic Plan, suffice it to say that as of the established manning level to date, the Judiciary was supposed to have 24,463 staff. The current number stands at 5,825 staff, equivalent to only 24% of total requirement, however the issue of competence remains contested. Hence a need for more improvement in the system of recruitment, skills development and performance measurement is critical.

#### 2.3.7. Financial Constraints

The insufficiency and uncertainty in the release of fund affected to some extent, the implementation of the Five Years Infrastructure Development Plan. Much as this phenomenon is likely to continue, it is imperative to continue efforts to engage key stakeholders in the mobilization of resources in the next five years of this plan.

# 2.4 Strategic gap analysis

Based on the gap analysis, the development of this Plan considered factors which affected the implementation of the previous Strategic Plan, among them, the appreciation of concept of "justice chain". The Judiciary appreciates that effective and efficient justice service delivery largely depends on the performance of other key players in justice ecosystem. Thus, it is imperative for other stakeholders to keep pace with Judiciary reforms to ensure effective and efficiency of justice delivery.

# 2.4.1 SWOC Analysis

While developing this Plan, a comprehensive situation analysis of Strengths, Weaknesses, Opportunities and Challenges (SWOC) was undertaken. The achievement of the Plan's objectives will greatly depend on how Judiciary exploits its internal strengths, existing opportunities, and how to manage the weaknesses in all operations, while controlling factors that pose a threat to the achievement of planned programs and activities.

The strengths show the Judiciary is resilient and able to navigate through tough waters ahead. Clear governance arrangement was a key strength during implementation of Strategic Plan 2015/16 - 2019/20. During the implementation of this Strategic Plan, the Judiciary will exploit potential opportunities and other external factors in order to enhance its ability to achieve stated goals and objectives. Table 4 summarizes the internal strengths and weaknesses, while Table 5 shows opportunities and challenges that have a bearing on the implementation of this JSP.

Table No. 4: Strengths and Weaknesses

STE	RENGTHS	W	EAKNESSES
1	A clear constitutional mandate of the Judiciary	1	Insufficient number of personnel in specialized areas
2	Functional and facilitative Judiciary Management structure and systems in place	2	Inadequate court buildings
3	Availability of qualified sta□	3	Inadequate financial resources
4	Presence of strong, visionary and committed leadership	4	Incidences of unethical practices like corruption
5	Existence of a responsive Judicial Service Commission	5	Inadequate ICT security system
6	Existence of adequate operational court services down to the district level	6	Unclear succession planning
7	Improved ICT facilities	7	Delays in decision making

Table No. 5: Opportunities and Challenges

OPPO	RTUNITIES	CH	IALLENGES
1	Political commitment which recognizes and supports changes	1	Delay in decision making by stakeholder
2	Strong support by the Government, Stakeholders, and development partners	2	Insufficient development fund
3	Availability of modern technologies providing innovative ways of administering justice	3	Low Capacity of stakeholders to cope with changing technology
4	Demand by the public for better services	4	Low coverage of court infrastructure, especially Primary Courts

# 2.4.2 Stakeholder Analysis

The Justice sector in Tanzania comprises many institutions with clearly mandated functions that span across the Government, albeit interact in a certain manner. These include the Judiciary which adjudicates disputes between citizens, public and private institutions. Other institutions that the Judiciary interact with include the Ministry of Constitution and Legal Affairs, Attorney General Chambers, National Prosecution Services, Office of the Solicitor General, Prisons and Police Forces, Government Chemists, and Quasi-Judicial Tribunals.

The sustained Judiciary efforts to engage key stakeholders will increase expeditiousness in the determination of cases as issues related to delayed investigation and handling of remandees are addressed. In this respect, the dictum that justice delayed is justice denied could be mitigated. This business environment through which the Judiciary operates is incorporated in the Strategic Plan 2020/21 - 2024/25. As the Judiciary implements this plan in the next five years, it will regularly engage with these stakeholder institutions in order to achieve the goals for which this plan has been developed. The redefined Strategic Objectives, Strategies and Targets are well articulated in the implementation matrix.

# 2.5 Pending Strategic issues and the Way forward

Following this situation analysis, there are key issues that remain unattained and the Judiciary needs to address them in the short to medium term. These include: Infrastructure and retooling, systems development for quick and effective case management, research, Human Resources, governance and accountability, Information and Communication Technology and Financial Resources Mobilization. It ought to be noted that although these are analytically separated, they interlinked and mutually reenforcing if the Judiciary is to attain the noble goal of ensuring timely justice for all. They are discussed in turn in the section that follows.

# 2.5.1 Infrastructure and retooling

The Judiciary will continue improving its court buildings by renovating and construction of modern court buildings that accommodate both traditional and integrated court operations concept. It will equally build staff houses especially in remote and challenging areas as an incentive to attract staff. The infrastructure gap was discussed in section 2.4.1 of this plan. The infrastructure so established will go hand in hand with the provision of tools such as transport, and other working tools such as cars, computers, and furniture.

# 2.5.2 Systems development for quick and effective case management

The Judiciary will also maintain efforts to review business processes by deploying modern technology with a view to increase efficiency in administration of justice. Efforts are underway to identify and amend complex and outdated rules of procedure within Judiciary ability. Further, emphasis will be on network and communication infrastructure, video conferencing, recording and transcription services. However, for complex substantive laws the Judiciary will continue to engage relevant stakeholders for subsequent amendments.

# 2.5.3 Human Resources Management (Adequacy and Capability)

As the Judiciary develops justice infrastructure and the provision of working tools thereto, it will equally require more staff. Review shows that the Judiciary is currently unprecedented shortfall in terms of staffing. According to the approved establishment, the Judiciary is supposed to have about 11,000 employees of different cadres. However, the existing staffing stands at 5,500 employees. As the infrastructure expands, it will require a corresponding expansion of the work force. This will entail capacity development in terms of skills development, hence the need to upgrade the judiciary's training institutions.

As the Judiciary endeavors to improve human resource management by developing programs intended to attract and retain requisite work force, the Institute of Judicial Administration will continue to play a vital role in developing skills for the Judiciary staff during this planning term. In this endeavor, the Judiciary will continue to support IJA to achieve needs of the Judiciary.

# 2.5.4 Leveraging Information and Communication Technology

Given ongoing transformation and significant investment in ICT, it is imperative for the Judiciary to adopt change management programs, in order to encourage and motivate staff and stakeholders on the importance of adopting and using ICT which is perceived as a precondition for improved performance.

# 2.5.5 Governance and Accountability

The review of governance issues was covered in section 2.2.1.1 of this plan. During the short to medium term, the Judiciary in collaboration with the Judicial Service Commission, will focus on the implementation of the governance instruments including Mwongozo wa Uendeshaji wa kamati za Maadili ya Maafisa wa mahakama, 2019, Mwongozo wa Mafunzo ya Kamati za maadili ya Maafisa wa Mahakama, 2019 and the Code of Ethics for Judicial Officers. This will entail the following:

(a) Regular monitoring and evaluation of how these instruments improve ethical behavior among judicial officers at all levels will be undertaken. However, the success of these instruments will depend on how Regional and District Ethics Committees are strengthened.

### (b) Public Access to court Information

The development of the above instruments will not be sufficient if they are not known to the public. The Judiciary commits itself to promote the demand side of accountability by developing several platforms people to demand better services. This will entail the development of a robust information and communication strategy to enable the public access court information.

# (C) Improved public perception and citizens satisfaction

In order to confirm the achievement of the interventions listed in (a) and (b) above will be complemented by regular citizens' satisfaction surveys, which by 2019, the satisfaction level stood at 80 percent.

#### 2.5.6 Financial Resources Mobilization

Since the implementation of this plan will depend the availability of resources, efforts to mobilize resources from various sources will be sustained.

# CHAPTER THREE

# 3.0 FRAMEWORK OF THE PLAN

This chapter provides for key guiding principles of the plan right from development through to its implementation. While it is informed by the analysis provided in the previous chapters, the implementation matrix commits the implementers on what and how to do to achieve the intended objectives of this pan. The strategic direction and interventions consider critically, the reforms that have been going on in the Judiciary in particular, and in Tanzania public service in general, lessons learned and the national development plan in line with the Tanzania Vision 2025, technological development and world class Judiciary service delivery. The plan is invariably anchored on the vision, mission and core values of the Judiciary as stated bellow.

#### Vision

The vision of the Judiciary, the final impact of all our collective efforts is to realize: "Timely and Accessible Justice for all".

#### 3.1 Mission

Administer Justice to all through timely provision of quality, fair, transparent and impartial decisions.

### 3.2 Core Values

# (a) Integrity

We will demonstrate ethical behavior by being honest and loyal in delivering service.

# (b) Impartiality

We shall treat all users of the Judicial Services equitably and respectfully based on approved policies and regulations.

# (c) Team spirit

We shall cooperate and collaborate with each other and with our stakeholders to create synergy and achieve a shared goal.

# (c) Accountability and transparency

While safeguarding the independence of the Judiciary, we shall be accountable to the public and render services in a transparent manner.

# (e) Professionalism

We shall discharge our duties competently, efficiently and effectively.

# 3.3 Strategic Pillars and Key Result Areas (KRA)

The strategic Pillars and Key Results Areas are major/broad objectives which if achieved will enable the Judiciary attain her vision. The Pillars, Key Results Areas and Strategies to implement this Strategic Plan are described in the following section.

# 3.3.1 PILLAR 1: Governance, Accountability and Management of Resources

**KRA 1:** Organizational transformation

Strategic Objectives (SO)

SO 1: To strengthen leadership and institutional Management

**Strategies** 

Improve leadership and management systems

SO 2: To increase efficiency in Judiciary business processes

Strategies

- (i) Review Judiciary Organizational Structure to reflect the current needs
- (ii) Improve Judiciary ICT Infrastructure at all Court levels
- (iii) Improve and enhance e-service in justice service delivery
- (iv) Establish Call Centre Facilities

# SO 3: To strengthen Performance Result-Oriented Management and Accountability

# **Strategies**

Improve Monitoring and Evaluation system

# SO 4: To enhance Financial Management and Resources Mobilization

# **Strategies**

- (i) Engage relevant authorities for increased Budget
- (ii) Strengthen Budgeting and Financial Management Systems

# **KRA 2: Quality Judicial Decisions**

**Strategic Objectives (SO)** 

# SO 1: To enhance Jurisprudence and Skills of Judiciary employees

# **Strategies**

Capacity building for Judiciary staff

# SO 2: Enhance Inspection and Supervision function

# **Strategies**

Strengthen inspection and supervision mechanisms for Judiciary services

# 3.3.2 PILLAR 2: Access to Justice and Expeditiousness

**KRA 1: Efficient and Effective Judicial services** 

Strategic Objectives (SO)

SO 1: To increase Efficiency in Case Disposal Strategies

- (i) Enhance case management system
- (ii) Strengthen execution of case decisions

# SO 2: To improve timeliness and reliability of records and information

### **Strategies**

Enhance records management system

KRA 2: Equitable access to justice for all

Strategic Objectives (SO)

SO 1: To improve Physical and Virtual Infrastructure in both rural and urban areas

# **Strategies**

Prepare and implement infrastructure development master plan

# SO 2: To increase Access to Justice for Vulnerable groups

### Strategy

Develop mechanism to increase access to justice for the targeted groups

# 3.3.3 PILLAR 3: Public Trust and Stakeholders engagement

**KRA 1: Sustained Public trust** 

Strategic Objectives (SO)

SO 1: To improve Public Confidence in Judiciary

# Strategies

- (i) Enhance Public awareness and Advocacy function in the Judiciary.
- (ii) Rebrand the Judiciary to portray positive image and reputation.
- (iii) Provide basic Judicial procedures, education and information to the public

### SO 2: To increase Client Satisfaction level

# **Strategies**

Strengthen complaints handling mechanism

# KRA 2: Ethical and Value-Based Judiciary

**SO 1:** To Improve Ethical Behavior of Employees in the Judiciary

# **Strategies**

Build and enforce a shared understanding of Judicial core values

# KRA 3: Strengthened Inter Institutional coordination and cooperation

**SO 1:** To strengthen Stakeholders Dialogue and Collaboration

# **Strategies**

- (i) Enhance dialogue structures in Justice chain
- (ii) Promote regular consultations among the Justice delivery institutions

Table No. 6: Implementation Matrix

JUDICIARY STRATEGIC PLAN IMPL	PLAN IMPLEMENT	EMENTATION MATRIX			
STRATEGIC PILLAR 1		GOVERNANCE, ACCOUNTABILITY AND MANAGEMENT OF RESOURCES	ABILITY AND MANAGE	MENT OF RESOURCE	S
KEY RESULT AREA 1		Organizational transformation	1		
STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INTERVENTIONS	RESPONSIBLE DEPARTMENT
To strengthen leadership and institutional Management	Improve leadership and management systems	1.1.1 Number of actions taken on the issues raised on Leadership and Management Audit	Leadership and Management and competence framework developed by June, 2023	To develop leadership and management Audit plan	CIA
				To perform annual leadership and management Audit	CIA
				To develop "Virtual situation Room" for monitoring performance.	DICT
				To customize National Gender Implementation Strategy into Judiciary Programs	DAHRM
			Professional staff recruited and managerial capability enhanced by June, 2025	To prepare Succession Plan	DAHRM
				To develop Nurturing DAHRM and Mentoring Strategy for students and Judiciary Staff	DAHRM

RESPONSIBLE DEPARTMENT	DAHRM	DAHRM	DAHRM	DICT	DICT	DICT	DICT	DICT
	tegic ing ange	To provide staff with Sufficient working tools and facilities	To replace worn- out staff buses and procure new ones for regions without staff buses	Installation of LAN infrastructure at the current CoA building	ıt all ıters	at all strate	at all	
INITIATIVES	To facilitate strai knowledge shar and learning on international practices and ch	To provi sufficien tools and	To replae out staff procure regions	Installat infrastru current (	To install LAN infrastructure a	To install LAN infrastructure a Resident Magis Courts	To install LAN infrastructure a District Courts	To install LAN infrastructure at selected Primary Courts
SERVICE DELIVERY TARGETS		Working environment for staff improved by June 2025		Functional LAN infrastructure Installed at all Court levels by June 2025.				
KPI- STRATEGIC LEVEL OF INDICATORS				1.1.2 Number of Court buildings with Functional LAN infrastructure				
STRATEGIES				Improve Judiciary ICT Infrastructure at all Court levels				
STRATEGIC OBJECTIVES				To increase efficiency in Judiciary business processes				

STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
				To incorporate LAN designs in all new contracts for construction of Court buildings	DICT
		1.1.3 Number of Court building with Functional WAN infrastructure	Functional WAN infrastructure installed at all Court levels by 2021	Connectivity of Court buildings with supportive environment	DICT
				To activate WAN services i.e., access to Government e-services and infrastructure through Government Network (GovNet)	DICT
		1.1.4 Number of High Court installed with Court technology	Modern technology installed at High Court and potential stakeholders' premises by June 2025	To install functional Audio-Visual Recording Equipment at all High Courts	DICT
		1.1.5 Number of Prisons using modern Technology.		To install functional Video Conferencing Facilities at all High Courts	DICT
				To install functional Video Conferencing Facilities to ten (10) selected Prisons	DICT

STRATEGIES	KPI- STRATEGIC LEVEL SE OF INDICATORS	RY	INITIATIVES	RESPONSIBLE DEPARTMENT
	Fu CC Ju	Functional Domain Controller installed to all Court's levels by June 2025	To install supportive end user Operating System for all computers	DICT
			To develop and install cyber security protocols	DICT
			To install functional Domain Controller to all Court levels with supportive environment	DICT
			To configure functional Local e-mail and other related Services	DICT
	IC Eq all all	ICT working Tool Kit & Equipment provided at all Court level by June 2025	To provide ICT working Tool Kit & Equipment	DICT
1.1.6	Percentage of modules completed in e-case de management system Ju	e-services for Justice delivery developed by June 2025	To finalize development of Case Management System	DICT
			To deploy Mobile App for all Primary Courts	DICT

RESPONSIBLE DEPARTMENT	DICT	DICT	ıt DICT	DICT	DICT	II DICT
INITIATIVES	To develop Judiciary e-admin services platform e.g., RHC services, Complaint handling, contract management, jmap services, custom asset manager, business intelligence & dashboard.	To adopt Human Capital Management Information System (HCMIS)	To adopt Government Accounting System (MUSE)	To install Procurement Management System (Tames) at all Court levels with supportive environment	To customize Integrated Document Management System (e-Office) to suit Judiciary needs	To procure and install Call Centre System
SERVICE DELIVERY TARGETS						Call Centre for monitoring & analysis of ICT functionality established by June 2025
KPI- STRATEGIC LEVEL OF INDICATORS	1.1.7 Percentage of modules completed in e-Admin system					
STRATEGIES						Establish a Monitoring and call Centre Facility
STRATEGIC OBJECTIVES						

RESPONSIBLE DEPARTMENT	<b>DICT</b>	DPM	DPM	DPM	ıf DPM	DPM s	DCM
INITIATIVES	To train Call Centre designated ICT staff on operationalization and management of the system	To develop M&E system	To support the development of the JOT's M&E capacity and data and information management.	To facilitate the work of CJ Advisory Committees, Reform Team, Management Team and JDU.	To conduct review of JSP implementation	To prepare Consolidated Judiciary Performance Reports	To prepare comprehensive Performance Report for Iudicial functions
SERVICE DELIVERY TARGETS		Judiciary Performance Monitored and evaluated by June 2025					
KPI- STRATEGIC LEVEL OF INDICATORS		1.1.8 Monitoring and Evaluation System in place				1.1.9 Publication of Judiciary Annual Reports	
STRATEGIES		Improve Monitoring and Evaluation system					
STRATEGIC OBJECTIVES		To strengthen Performance Result- Oriented management and Accountability					

STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY INITIATIVES TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
To enhance Financial Management and Resources Mobilization	Strengthen Budgeting and Financial Management Systems		Budget committee's performance monitored by June 2025	To conduct periodic monitoring of budget execution	DPM
			Medium Term Plan and Budget Framework improved by June 2025 budget focal office	To capacitate sub warrant holders and budget focal officers	DPM
				To develop budget preparation system	DPM

KEY RESULT AREA 2	2	Quality Judicial Decision			
	STRATEGIES	KPI-STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
To enhance jurisprudence and skills of Judiciary employees	Capacity building for Judiciary staff	1.2.1. Number of Judiciary staff and stakeholders trained	Training of Judiciary staff in relevant courses by June 2025	To conduct Training Needs Assessment (TNA)	DAHRM
		1.2.2. Number of training sessions conducted through Video Conference		To review Training Program	DAHRM
				To conduct strategic staff training and capacity building.	DAHRM
				To undertake Training Impact Assessment	DAHRM
				Introduce modern digital tools (e.g. Artificial Intelligence-AI) to enhance training performance and delivery.	DAHRM
				To develop e-learning platform	DAHRM
				To design and prepare e-learning materials	DAHRM
				To prepare mechanism for cascading training and staff development issues	DAHRM
				To evaluate the implementation of Training Program	DAHRM

RESPONSIBLE DEPARTMENT	DCM	DAHRM	нем	DJSIE	DJSIE	DJSIE	DJSIE	DJSIE
INITIATIVES	To facilitate library subscription services	To build capacity and retooling of JJA eg. staff, infrastructures, retooling	To construct JJA hostel for Judiciary staff	To evaluate effectiveness of inspection and supervision of Courts	To facilitate CJ's committee on Inspection, Monitoring and Supervision to effectively perform its responsibilities	To develop Supervision and Inspection Training Curriculum	To conduct training to inspectors and newly appointed Judges and Magistrates	To conduct annual court performance rating exercise
SERVICE DELIVERY TARGETS		Support the capacity of Institute of Judicial Administration - Lushoto (IJA) in implementing Judiciary Training Program by June 2025		Effective and efficient Court services provided by June 2025				
KPI- STRATEGIC LEVEL OF INDICATORS								
STRATEGIES				Strengthen inspection and supervision of Judiciary services				
STRATEGIC OBJECTIVES				To enhance inspection and supervision function				

STRATEGIC PILLAR 2		ACCESS TO JUSTICE AND EXPEDITIOUSNESS	ITIOUSNESS		
KEY RESULT AREA 1		Efficient and Effective Judicial services	ces		
STRATEGIES	GIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
Enhance case management system	case nent	2.1.1. Percentage of cases resolved through Alternative Dispute Resolution (ADR)	Increase e□ective use of Alternative Dispute Resolution (ADR) by June 2025	Drafting rules on section 85, 87 and 90 of the Arbitration Act 2020	DCM
				To develop mediation procedures in the Primary Court	DCM
		2.1.2. Average time it takes from the date of filing a criminal case to the date of decision at Court of Appeal.	Laws and rules of procedures which hinder acceleration in disposition of cases identified by June 2025	To identify all complex and outdated laws and Rules of procedures	DCM
		2.1.3. Average time it takes from the date of filing civil case to the date of decision of a case, at Court of Appeal.		To prepare amendment proposal of complex and outdated laws and Rules of procedures	DCM
				To conduct regular impact assessment of simplified laws and Rules of procedure.	DJSIE
		2.1.4. Average time it takes from the date of filing to the date of decision of a case, at High Court		To develop guidelines for overriding objectives in Civil Procedure Code (CPC)	DCM

RESPONSIBLE DEPARTMENT	DCM	DCM	DCM	DCM	DCM	DCM	DCM
INITIATIVES	To develop rules of procedures for Video Conferencing and Audio-Visual Recording	To develop small claim procedures	To propose amendment of laws to allow use of Swahili language in Court records				
SERVICE DELIVERY TARGETS							
KPI- STRATEGIC LEVEL OF INDICATORS	2.1.5. Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at High Court	2.1.6. Average time it takes from the date of filing to the date of decision of a case, at Resident Magistrate Court	2.1.7. Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at Resident Magistrate Court	2.1.8. Average time it takes from the date of filing to the date of a decision of a case, at District Court	2.1.9. Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree at District Court	2.1.10. Average time it takes from the date of filing to the date of decision of a case, at Primary Court	2.1.11. Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at Primary Court.
STRATEGIES							
STRATEGIC OBJECTIVES							

RESPONSIBLE DEPARTMENT	DCM	DCM	DCM	DCM	DCM	DCM	DCM
INITIATIVES				To develop quick Reference of land matters for Magistrates	To conduct special and sustainable case backlog clearance programs		
SERVICE DELIVERY TARGETS					Case backlog reduced to 0% by June 2025		
KPI- STRATEGIC LEVEL OF INDICATORS	2.1.12. Average time it takes from the date of filing to the date of of decision of a case, for Commercial Cases	2.1.13. Average time it takes from the date of filling application for execution to the full satisfaction of a decree at Commercial Cases	2.1.14. Average time taken to write court judgement	2.1.15. Percentage of Court decisions published online	2.1.16. Percentage of case backlog to the total pending cases in the Court system	2.1.17. Average time it takes from the date of filing to the date of decision of a case, for Family case	2.1.18. Average time it takes from the date of filling for execution to the date of full satisfaction of a decree, for Family case
STRATEGIES							
STRATEGIC OBJECTIVES							

RESPONSIBLE DEPARTMENT	DCM	DCM	DCM	DCM	DCM	oile DCM at	in DCM in of a contract of a c	services DCM	S	S	S	S	S	S
RY INITIATIVES					To evaluate the effectiveness of facilities used for outreach Justice services	To procure Mobile Court facilities at selected areas	To initiate dialogue with Justice chain stakeholders on establishment of twenty-four hours Court services	To establish e- services facilities for case	To establish e- se facilities for case	To establish e- service facilities for case registration and case	To establish e- s facilities for cas registration and	To establish e- s facilities for cas registration and status enquiry	To establish e- se facilities for case registration and o status enquiry at	To establish e- s facilities for case registration and status enquiry a
SERVICE DELIVERY TARGETS					Avenues for Justice services expanded by June 2025									
KPI- STRATEGIC LEVEL OF INDICATORS	2.1.19. Average time it takes from the date of filing to the date of decision of a case, for Traffic cases	2.1.20.Case disposal rate for all cases	2.1.21.Number of Court sessions conducted through video and audio conference	2.1.22. Number of beneficiaries of mobile Court services										
STRATEGIES														
STRATEGIC OBJECTIVES														

RESPONSIBLE DEPARTMENT	DCM	кнс	RHC	RHC	кнс
INITIATIVES R	To conduct study and pilot for additional innovative justice services delivery methods (e.g. Specialized court on environmental issues and non-court annexed mediation).	To conduct a study on factors hindering increase in number of Court brokers	To review Court broker rules to accommodate justice of peace at Ward and Village levels	of pending at s, gy and rams for	To develop mechanisms for monitoring the work of Court Brokers and process servers in order to enhance execution of Court decisions.
SERVICE DELIVERY TARGETS		Number of Court brokers increased by June 2025			
KPI- STRATEGIC LEVEL OF INDICATORS		2.1.23.Number of court brokers (enforcement agents)			
STRATEGIES		Strengthen execution of case decisions			
STRATEGIC OBJECTIVES					

RESPONSIBLE DEPARTMENT	DRM	DRM	DRM	DRM	DRM	DRM
INITIATIVES	To procure and install digital machines and conduct digitization exercise of Judiciary valuable records.	To equip all court registries with Modern filing and storage facilities	To develop electronic tracking system for the management of movement of files	To decongest and build staff capacity for decongestion of registries for Resident Magistrate Courts and District Magistrate Courts.	To decongest and build staff capacity for decongestion of registries for Resident Magistrate Courts and District Magistrate Courts.	To collate and transfer to National Records Centre closed statutory registers
SERVICE DELIVERY TARGETS	Efficiency in retrieval and handling of records and information ensured by June, 2025					
KPI- STRATEGIC LEVEL OF INDICATORS	2.1.24. Number of Courts installed with key word classification system		2.1.25.Reduction in number of missing records for Court of Appeal	2.1.26.Reduction in number of missing records for High Court		
STRATEGIES	Enhance records management system					
STRATEGIC OBJECTIVES	To improve timeliness and reliability of records and information					

RESPONSIBLE DEPARTMENT	DRM	DRM		RESPONSIBLE DEPARTMENT	нем	нем	нем	DPM
INITIATIVES	To appraise and destroy valueless court and administrative records for High Court Divisions, Resident Magistrate Courts and District Courts	Installation of Key word classification system for High Courts, Resident Magistrate Courts and District Courts		INITIATIVES	To undertake qualitative analysis of infrastructure inventory	To prepare physical infrastructure design guideline	To prepare physical infrastructure maintenance guideline	To review five years infrastructure development plan
SERVICE DELIVERY TARGETS				SERVICE DELIVERY TARGETS	Infrastructure Master plan revised by June 2025.			
KPI- STRATEGIC LEVEL OF INDICATORS			Exertisely occorded issetting for all	Equitable access to Justice for all KPI- STRATEGIC LEVEL OF INDICATORS				
STRATEGIES			c	STRATEGIES	Prepare and implement infrastructure development master plan.			
STRATEGIC OBJECTIVES			VEV DECITE ADEA 2	STRATEGIC OBJECTIVES	To improve physical and virtual infrastructure in both rural and urban areas			

RESPONSIBLE DEPARTMENT	DPM	MMK	нем	нем	нем	нем
INITIATIVES	To develop M&E framework for monitoring the performance of IJCs.	To acquire plots and ownership documents	To construct Judiciary Head Quarter building at Dodoma	To construct 12 integrated Justice centers (JJC)	To construct <b>75</b> District Court buildings	To construct 142 Primary Court buildings
SERVICE DELIVERY TARGETS		330 Buildings Constructed by June 2025.				
KPL STRATEGIC LEVEL OF INDICATORS		<b>2.2.1.</b> Information on construction activities is publicly accessible	2.2.2. Completion of construction of HQ Building.	<b>2.2.3.</b> Number of JJCs constructed and made operational in select locations	<b>2.2.4.</b> Number of District court buildings constructed	<b>2.2.5.</b> Number of Primary court buildings constructed
STRATEGIES						
STRATEGIC OBJECTIVES						

RESPONSIBLE DEPARTMENT	нем	нем	нем	нем	нем	нем
INITIATIVES	To construct 1 Chief Justice house, 1 Principal Judge house, 41 Judge houses in different Zones, 30 Judge's House in Dodoma and 20 houses for other staff in Dodoma	Rehabilitation of 5 High Court buildings	Rehabilitation of 8 Resident Magistrate Court building	Rehabilitation of 50 District Court buildings	Rehabilitation of 100 Primary Court buildings	Construction of waiting shades, fencing and land scaping for already constructed 22 Courts
SERVICE DELIVERY TARGETS		<b>163</b> Judiciary Buildings Rehabilitated by June 2025.				
KPI- STRATEGIC LEVEL OF INDICATORS	<b>2.2.6.</b> Number of Residence house Buildings Constructed					
STRATEGIES						
STRATEGIC OBJECTIVES						

RESPONSIBLE DEPARTMENT	RHC	RHC	RHC
INITIATIVES	To review existing rules related to vulnerable groups	To develop guideline of acquisition of special services for the needs group	To create awareness to Court users on the availability of Legal Aid service providers
SERVICE DELIVERY TARGETS	Laws, Court decisions and other information available in appropriate form for specific vulnerable group by June 2025		Legal Aid services provision widely accessible to Court users by June 2025
KPI- STRATEGIC LEVEL OF INDICATORS	<b>2.2.7.</b> Percentage of citizens residing in regions with functional High Court		<ul> <li>2.2.8. Number of beneficiaries of legal aid services</li> <li>2.2.9. Number of hits on the Judiciary website</li> <li>2.2.10. Number of citizen awareness programs on court information conducted in partnership with stakeholders.</li> </ul>
STRATEGIES	Develop mechanism to increase access to justice for the targeted groups		
STRATEGIC OBJECTIVES	To increase access to justice for vulnerable groups		

STRATEGIC PILLAR 3		PUBLIC TRUST AND STAKEHOLDERS' ENGAGEMENT	KEHOLDERS' ENGAG	SEMENT	
KEY RESULT AREA 1		Sustained Public trust			
STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY INITIATIVES TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
To improve public confidence and image of Judiciary	Enhance Public awareness and Advocacy function in the Judiciary.	3.1.1. JoT min studio established	Mechanism to convey right information to the public established by June 2025	To establish and operationalise JoT min media studio	ніес
		3.1.2. Number of press conference conducted		To equip and operationalize Judiciary Media Centre at Headquarters	НІЕС
				To train IEC staff on special courses	ніес
		3.1.3Number of beneficiaries of Outreach Programs	Outreach programs to disseminate Judiciary information to the public developed by June, 2025.	To conduct Law Week	нівс
				To participate in various National Exhibitions	ніес
				To Publicize Judiciary Newsletter	ніес

RESPONSIBLE DEPARTMENT	нівс	НІЕС	DCM	нтес	ніес	ніес
	To conduct awareness program to general public on various court issues	To procure special van with comprehensive Public Address (PA) system	To Procure Expo -buses for exhibition and other Justice services	To equip Court reporters with necessary skills to perform effectively spokesperson roles at selected Courts.	To prepare proper guide to ensure uniformity of information to the Public	To prepare branding toolkit for standardized documents and promotional material
SERVICE DELIVERY   INITIATIVES TARGETS				Information Education and Communication Unit restructured and reengineered to match public demand by June, 2025		
KPI- STRATEGIC LEVEL OF INDICATORS	3.1.4. Number of TV and Radio programs conducted					
STRATEGIES				Rebrand the Judiciary to portray positive image and reputation.		
STRATEGIC OBJECTIVES						

LEVEL OF  TARGETS  INDICATORS  To provide awate to Judiciary state and the control of the contro
3.1.5. Number of Outreach programs to outreach Programs conducted for Primary and Secondary schools June 2025
3.1.6. Percentage of Public complaints number of mechanisms enhanced complaints by June 2025 resolved
3.1.7. Percentage of Periodic Court User public satisfaction Satisfaction Survey on Court services conducted by June 2025
3.1.8. Results of actions taken on the issues identified in the Court User Survey reflected in the Performance Report.

KEY RESULT AREA 2		Ethical and Value-Based Judiciary	ciary		
STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
To Improve ethical behavior of employees in the Judiciary	Build a shared under- standing of Judicial core values	<b>2.1.1.</b> Reduction in number of disciplinary matters received	Corruption practices in the Judiciary reduced by June 2025	To disseminate and sensitize Judiciary staff on newly developed code of ethics and conduct	DAHRM
KEY RESULT AREA 3		Strengthened Inter Institutional coordination and cooperation	nal coordination and	cooperation	
STRATEGIC OBJECTIVES	STRATEGIES	KPI- STRATEGIC LEVEL OF INDICATORS	SERVICE DELIVERY TARGETS	INITIATIVES	RESPONSIBLE DEPARTMENT
To strengthen stakeholders dialogue and collaboration	Enhance dialogue structure in Justice chain		Stakeholders' dialogue and collaboration enhanced to expedite case disposal by June 2025	To conduct Case Flow Management meetings at all levels	RHC
				To conduct National Bench-Bar Management meetings biannal	DCM
				To support Judicial Service Commission in strategic issues	DAHRM



# 4.0 IMPLEMENTATION FRAMEWORK AND RESOURCES MOBILIZATION

# 4.1 Institutional Arrangements

In the context of institutional development, the key factor for the attainment of the institutional goal rests on the leadership. To this end, it is expected that the Chief Justice as the Head of the Judiciary, will continue take an overall leadership to ensure smooth implementation of this Plan. The Chief Justice will be supported by the Principal Judge, Chief Court Administrator and Chief Registrar. While senior leaders will be focusing of the strategic level issues of the plan, the Heads of Department (Strategic Objective (SO) Leaders will coordinate the implementation of various interventions taking place in their areas for which they are responsible as elaborated in this plan.

# 4.2 Decentralized Implementation of the Plan

4.2.1 This being the second phase of JSP implementation, more emphasis will be given on decentralization approach than it was in the previous Plan. This approach is necessary because it will improve implementation performance and Accountability.

A devolved system has several advantages including:

- (i) It encourages ownership of the reform agenda by all Judiciary staff;
- (ii) It makes supervision easier across the judiciary;
- (iii) It strengthens capacity of the Judiciary staff to manage projects;
- (iv) It increases efficient as decisions are made at the points of service delivery;
- (v) It sustains the *inertia* for reforms.

4.2.2 Inspite of decentralized implementation of this plan, the Directorate of Planning and Monitoring will maintain its coordination responsibility as stipulated in the Judiciary Organization Structure. This will facilitate smooth accountability for the results arising from the implementation of the plan at the strategic level. Other respective departments and units (SO-Managers) will be responsible for technical aspects of the plan for which they were created.

# 4.3 FINANCIAL (BUDGET) REQUIREMENTS

This plan will draw finances and other resources from both local and external sources depending on the prevailing economic conditions. The cost for implementing the key strategic areas of the plan is estimated at Tzs. 417,660,164,306.00. (*Tanzania shillings four hundred seventeen billion, six hundred and sixty million one hundred and sixty-four thousand, three hundred and six only*) However, the actual budget will be determined annually through detailed cost for each activity. Taking into cognizance that resources from the Government are limited, the Judiciary will continue to seek support from development partners to complement government efforts.

The present management arrangements structure principally guarantee accountability and discipline in terms of utilization of resources in accordance with the Public Finance Act and Regulations, the Public Procurement Act and Regulations and any other relevant legislations, hence ensure value for money. The Table below, provides for the estimated budget structure for each Key Results Area.

Table No: 7 Implementation matrix estimates budget for implementing the Strategic Plan Over Five Years

JUDICIARY STRATEGIC PLAN	ESTIMATED COST		
STRATEGIC PILLAR:.1	GOVERNANCE, ACCO	UNTABILITY AND MA	NAGEMENT OF
KEY RESULT AREA: 1	Organizational transformation	COST IN TShs.	COST IN USD (1USD - 2315 TZS)
Strategic Objective: To strengtl institutional management	nen leadership and	4,367,201,771	1,886,480.25
Strategic Objective: To increase business processes	e efficiency in Judiciary	15,513,600,000	6,701,339.09
Strategic Objective: To strengtl Result-Oriented Management		4,401,083,600	1,901,116.03
Strategic Objective: To enhance Management and Resources M	e Financial Iobilization	192,720,000	83,248.38
KEY RESULT AREA: 2	Quality Judicial Decis	sions	
Strategic Objective: To enhance Skills of Judiciary employees	e Jurisprudence and	12,654,756,884	5,466,417.66
Strategic Objective: To enhance Supervision function	e Inspection and	15,160,492,146	6,548,808.70
SUBTOTAL FOR PILLAR 1		52,289,854,401	22,587,410.11
STRATEGIC PILLAR:.2	ACCESS TO JUSTIC	E AND EXPEDITIOU	ISNESS
KEY RESULT AREA: 1	Efficient and Effective Judicial services	COST IN TShs.	COST IN USD
Strategic Objective: To increase Efficiency in Case Disposal		16,377,770,046	7,074,630.69
Strategic Objective: To improve timeliness and reliability of records and information		6,063,723,333	2,619,318.93
KEY RESULT AREA: 2	Equitable access to Ju		
Strategic Objective: To improv Infrastructure in both rural an	d urban areas	339,039,570,046	146,453,377.99
Strategic Objective: To increase Vulnerable groups	e Access to Justice for	218,430,000	94,354.21
SUBTOTAL FOR PILLAR 2	PUBLIC TRUST AND	361,699,493,425	156,241,681.83
STRATEGIC PILLAR:.3 KEY RESULT AREA: 1	Sustained Public Trust	COST IN TShs.	COST IN USD
Strategic Objective: To improvand Image of the Judiciary.	e Public Confidence	1,890,516,480	816,637.79
Strategic Objective: To increase levels	e Client Satisfaction	583,000,000	251,835.85
KEY RESULT AREA: 2	Ethical and Values-Ba		
Strategic Objective: To improvemployees in the Judiciary	e Ethical Behavior of	205,000,000	88,552.92
KEY RESULT AREA: 3	Strengthened Inter In		
Strategic Objective: To strengtl Dialogue and Collaboration	nen Stakeholders	992,300,000	428,639.31
SUBTOTAL FOR PILLAR 3		3,670,816,480	1,585,665.87
TOTAL FOR ALL THREE PI	LLARS	417,660,164,306	180,644,953.31



# 5.0

### 5.1 Introduction

Monitoring and Evaluation (M&E) is an essential management tool, for it enables an organization to keep track the changes taking place over time following certain levels of investment. The system helps to reveal how all interventions are combined to make impact on the desired service delivery levels or organizational goals. As the case was in the previous Strategic Plan (2015/16 - 2019/20), the Judiciary undertakes to maintain a systematic M&E system with a monitoring framework.

Therefore, M&E is planned to be undertaken at two levels. The first level will be a routine monitoring of whether the designed interventions are implemented, based on the resources that are made available. These will be reflected in the regular departmental and management reports which will preferably be produced on monthly basis. Various court levels are expected to build and embrace this culture.

The second level will focus on the attainment of the desired outcome and impact to the improved justice service delivery. Periodic Data on the performance and subsequently outcomes will be developed on annual bases. As shown in the Table below, baseline indicators on some KPIs exist upon which future improvements achieved will be gauged.

# ANNEX

# THE RESULT FRAMEWORK FOR MONITORING IMPLEMENTATION OF JSP 2020/21 – 2024/25

These results are at Strategic Objective Level

Part A: Higher Level Result Indicators

S.N	Indicator	Core	Core Unit of	Baseline	Cumula	Baseline   Cumulative Target Values	Values			Frequency	Data Source/	Responsibility
	Name		Measure		2021	2022	2023	2024	End target		Methodology	tor Data Collection
	1	2	3	4	D.	9	7	8	6	10	11	12
1	Average time it takes from the date of filing to the date of decision of a case, for Commercial Cases		Number of Day per case	390	338	330	320	310	300	Monthly	JSDS 2.0	DCM
	Achievements											
2	Percentage of public satisfaction on Judiciary services		Percentage	78	78	78	80	80	80	Amually	• Court User Survey Report • Mini Survey report	DJSIE
	Achievements											

Part B: Intermediate Results Indicators

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	വ	9	7	8	6	10	11	12
1. Access	ess											
1.1	Percentage of cases resolved through Alternative Dispute Resolution (ADR)		Percentage	10	10	13	16	19	22	Monthly	JSDS 2.0	DCM
	Achievements											
1.2	Number of beneficiaries of mobile court services		Number	6,684	11,000	11,000 12,000	24,000	30,000	35,000	Monthly	JSDS 2.0	DCM
	Achievements											
1.3	Percentage of public satisfaction on Court services		Percentage	78	78	78	80	80	80	Annually	Result from Survey Report	DJSIE
	Achievements											
1.4	Completion of construction of HQ Building		Number of Building	0	N/A	1	N/A	N/A	N/A	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	нем
	Achievements											

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
1.5	Number of IJCs constructed and made operational in select locations		Number of IJCs building	w	9	A/Z	9	9	N/A	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	HEM
	Achievements											
1.6	Number of District court buildings constructed		Number of new Court buildings	64	30	15	15	15	N/A	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	нем
	Achievements											
1.7	Number of Primary court buildings constructed		Number of buildings	649	N/A	36	36	35	35	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	нем
	Achievements											

S. N	Indicator Name	Core	Unit of Measure	Base- Iine	Annual	Annual Target Values	Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
1.8	Number of Residence house Buildings Constructed		Number of new Residential buildings	28	15	15	15	15	14	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	нем
	Achievements											
1.9	Information on construction activities is publicly accessible		Number of publicly available Reports	100	100	100	100	100	100	Monthly	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	нем
	Achievements											
1.10	Percentage of citizens residing in regions with functional High Court		Percentage	69	70	75	80	85	100	Annually	<ul> <li>Site Inspections Report.</li> <li>Site meeting minutes.</li> <li>Project Manager reports</li> </ul>	RHC
	Achievements											
1.11	Number of beneficiaries of legal aid services		Number	N/A	2000	2500	3000	3500	4000	Monthly	JSDS 2.0	RHC
	Achievements											

S.N	Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	ſΩ	9	7	<b>%</b>	6	10	11	12
2. Efficiency	ciency											
2.1	Number of actions taken on the issues raised on Leadership and Management Audit		Percentage	N/A	100	100	100	100	100	Monthly	Reports as stated in Data Source	DAHRM
	Achievements											
2.2	Number of judiciary staff and stakeholders trained		Number of persons	5,500	008′9	8,100	9,400	10,700	12,000	Quarterly	Quarterly report from ADT to DAHRM	DAHRM
	Achievements											
2.3	Number of training sessions conducted through Video Conference		Number of persons	П	10	10	10	10	10	Quarterly	Quarterly report from ADT to DAHRM	DAHRM
	Achievements											
2.4	Reduction in number of disciplinary matters received		Number disci- plinary	24	24	22	20	18	16	Quarterly	Quarterly Disciplinary reports by ADHR to DAHRM which are compiled from information from Judicial Service Commission (JSC)	DAHRM
	Achievements											

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
		2	3	4	ſΩ	9	7	∞	6	10	11	12
2.5	Number of Courts installed with key word classification system		Number of Courts	14	35	35	35	35	35	Quarterly	Quarterly reports by ADRM to DRM	DRM
	Achievements											
2.6	Reduction in number of missing records for Court of Appeal		Number of Records	42	30	12	0	N/A	N/A	Quarterly	Quarterly reports by DRM	DRM
	Achievements											
2.7	Reduction in number of missing records for High Court		Number of Records	554	400	300	200	100	0	Quarterly	Quarterly reports by DRM	DRM
	Achievements											
2.8	Percentage of Complaints Resolved		Percentage	8	87	68	06	92	95	Quarterly	Consolidated and Analyzed Report of the Monthly Complaints reports created by Director of Judicial Services, Inspection and Ethics (DJSIE)	DJSIE
	Achievements											
2.9	Average time it takes from the date of filing a criminal case to the date of decision for Court of Appeal		Number of days	964	912	876	840	804	768	Monthly	Data from JSDS 2.0	DCM
	Achievements											

S.N	Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
2.10	Average time it takes from the date of filing civil case to the date of decision of a case, for Court of Appeal		Number of days	913	913	863	813	763	713	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.11	Average time it takes from the date of filing to the date of decision of a case, for High Court		Number of days	730	730	621	585	549	513	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.12	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, for High Court		Number of days	365	365	320	280	230	180	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.13	Average time it takes from the date of filing to the date of final decision of a case, for Court of Resident Magistrate.		Number of days	365	365	335	305	275	245	Monthly	Data from JSDS 2.0	DCM
	Achievements											

S.N	Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Data Source/ Methodology	Responsibility for Data Collection
				,	2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
2.14	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, for Court of Resident Magistrate.		Number of days	365	365	320	280	230	180	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.15	Average time it takes from the date of filing to the date of decision of a case, for District Court		Number of days	365	365	335	305	275	245	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.16	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, for District Court		Number of days	365	365	320	280	230	180	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.17	Average time it takes from the date of filing to the date of decision of a case, for Primary Court		Number of days	180	180	150	120	90	60	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.18	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, for Primary Court		Number of days	120	120	110	100	06	06	Monthly	Data from JSDS 2.0	DCM

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	/alues			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	D.	9	7	8	6	10	11	12
	Achievements											
2.19	Average time it takes from the date of filing to the date of decision of a case, for Commercial Cases		Number of days	390	338	330	320	310	300	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.20	Average time it takes from the date of filling application for execution to the date of full satisfaction of the decree, for Commercial cases.		Number of days	350	330	300	250	200	160	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.21	Average time taken to write court judgement		Number of days	180	180	150	120	06	06	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.22	Percentage of case backlog to the total pending cases in the court system		Percentage	Ŋ	5	4	4	2	2	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.23	Average time it takes from the date of filing to the date of decision of a case, for Family case		Number of days	365	365	335	305	275	245	Monthly	Data from JSDS 2.0	DCM
	Achievements											

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
2.24	Average time it takes from the date of filling for execution to the date of full satisfaction of the decree, for Family case		Number of days	365	365	320	280	230	180	Yearly	Data from JSDS 2.0	DCM
	Achievements											
2.25	Average time it takes from the date of filing to the date of decision of a case, for Traffic cases		Number of days	180	180	150	120	06	09	Yearly	Data from JSDS 2.0	DCM
	Achievements											
2.26	Case disposal rate for all cases		Percentage	80	80	80	82	82	85	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.27	Number of Court sessions conducted through video and audio conference		Number of sessions	14,641	15,000	15,500	16,500	17,500	18,500	Monthly	Data from JSDS 2.0	DCM
	Achievements											
2.28	Monitoring and Evaluation Tool in place		N/A	ON	Yes	N/A	N/A	N/A	N/A	Annually	Performance reports	DPM
	Achievements											

Responsibility for Data Collection		6.	DICT		DICT
1		12	Site Inspections Report. Site meeting minutes. Project Manager reports Commissioning report contains the sign-off that the installation has been completed		Site Inspections Report. Site meeting minutes. Project Manager reports Commissioning report contains the sign-off that the installation has been
Data		11	• • • •		• • • •
Frequency Data Source/ Methodology		10	Monthly		Monthly
	End target	6	70		70
	2024	8	26		26
Values	2023	7	57		57
Annual Target Values	2022	9	52		52
Annual	2021	ſΩ	36		36
Base- Iine		4	48		172
Unit of Measure		3	Number of qualify- ing court buildings		Number of qualify- ing court buildings
Core		2			
S.N Indicator Name		1	Number of Court Building with Functional LAN infrastructure	Achievements	Number of Court Building with Functional WAN Infrastructure
S.N			2.29		2.30

Z.	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
2.31	2.31 Number of High Court installed with Court Technology.		Number of Courts Installed with Court Technol- ogy.	16	98	25	57	26	20	Monthly	Site Inspections D Report.     Site meeting minutes.     Project Manager reports Commissioning report contains the sign-off that the installation has been completed	DICT
	Achievements											

S.N Indicator Name		Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
2 3		3		4	5	9	7	8	6	10	11	12
Number of Prisons installed with Court Technology With Court Technol- Ogy.	Num of Pri Insta with C Tech	Num of Pri Insta with C Tech: og	sons lled Court nol- y.	19	22	22	22	22	22	Monthly	<ul> <li>Email from Project Managers</li> <li>Site Inspections</li> <li>Minutes from site Meeting</li> <li>Periodicals updates from Court Administrators</li> </ul>	DICT
Achievements												
Percentage of modules completed in e - case management system	Percen	Percen	tage	09	20	20	N/A	N/A	N/A	One time	Report from project owner	DICT
Achievements												
$\begin{array}{c} \text{Percentage of} & \text{Yes}(100\%)/\\ \text{modules completed} & \text{No}(0\%)\\ \text{in e - Administration} & \text{system} & \end{array}$	Yes(100 No(0	Yes(100 No(0	)%)/ %)	0	0	100	100	100	100	One time	Report from project owner	DICT
Achievements												
Number of court Number brokers (enforcement of Regisagents) tered Court Brokers	Numl of Reg tered C Broke	Numl of Reg tered C Broke	ber gis- ourt ers	79	80	85	06	95	100	Sem annu- ally	Manual	RHC

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	Values			Frequency	Frequency Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
	Achievements											
3. Tra	3. Transparency											
3.1	Results of actions taken on the issues identified in the Court User Survey reflected in the Performance Report		Percentage	0	50	50	50	50	50	Quarterly	<ul> <li>Quarterly Performance Reports</li> <li>Annual Performance Report</li> </ul>	DJSIE
	Achievements											
3.2	Percentage Court decisions published online		Percentage	rð.	20	50	20	80	06	Monthly	Data from JSDS 2.0	DCM
	Achievements											
3.3	Publication of Judiciary Annual Reports		Number of reports	0	1	1	1	1	1	Annually	Physical copy of the Annual Report and downloaded copies	DPM
	Achievements											
3.4	Number of hits on the Judiciary's website		Number of visits to the website recorded live	76,674	80,000	85,000	000'06	95,000	100,000	Monthly	Total count of visitors indicated on the website	RHC
	Achievements											

S.N	S.N Indicator Name	Core	Unit of Measure	Base- line	Annual	Annual Target Values	/alues			Frequency	Data Source/ Methodology	Responsibility for Data Collection
					2021	2022	2023	2024	End target			
	1	2	3	4	5	9	7	8	6	10	11	12
3.5	Number of citizen's awareness programs on court information conducted in partnership with Stakeholders		Number	9	9	7	&	6	10	Quarterly	Quarterly Performance Report	RHC
	Achievements											
3.6	Number of TV and Radio programs conducted		Number of programs conducted	34	35	35	35	35	35	Quarterly	Quarterly reports	HIEC
	Achievements											
3.7	Number of beneficiaries of Outreach Programs		Number of beneficiaries.	6,500,000	6,700,000	000'008'9	000'006'9	7,000,000	7,000,000	Quarterly	Google search	HIEC
	Achievements											
3.8	JoT min studio established		Number of min studio	No	YES	N/A	N/A	N/A	N/A	Quarterly	Physical Copies of progress reports	HIEC
3.9	Number of press conference conducted		Number of press	7	7	∞	6	10	10	Quarterly	Progress reports	НЕС
3.10	Number of outreach Programs conducted for Primary and Secondary schools		Number of beneficia- ries.	3	Ŋ	7	6	11	13	Quarterly	Quarterly reports	RHC
	Achievements											

## Results Framework - Description and definitions

SN	Indicator Name	Description (indicator definition)
1.	Average time it takes from the date of filing to the date of decision of a case, for Commercial Cases.	This KPI considers the total time taken from case filing to the date of decision for Commercial cases in all courts nationwide except for the Primary Court. A case is considered to be entered into the Judiciary system on the day the case is filed and captured by the court registry – case filing.
		A Commercial case means a civil case involving a matter considered of commercial significant as defined under section 2 of the Magistrate's Courts Act Cap. 11R.E.2019.
2.	Percentage of public satisfaction on Judiciary services	This KPI refers to the tracking of the level of Public satisfaction with regards to court services. The key interventions to be monitored are those which have direct or indirect impact on customer satisfaction on court services, these include Customer orientation and professionalism; Usefulness of court notice board and website; Accessibility of court facilities and services; Court Environment and facilities; Accessibility of case related information; Effectiveness of execution of court decrees.  The results of the court user survey must be published in the Performance Report

## SN **Indicator Name** Description (indicator definition) 3. Number of actions taken This KPI will track the actions taken in relation to on the issues raised on the issues/recommendations on Leadership and Leadership and Management Management Audit which have been identified by both Internal and External Auditors report. The Leadership and Management Audit will assess the effectiveness of Leadership to deliver according to the organisation structure and as per the Mandate of the Judiciary. It will also assess the functionality of management systems developed for the institution to deliver effectively and efficiently as well as ensuring accountability and responsibility. This will include the auditing of OPRAS, JOPRAS, Compliance on the Clients Service Charter, Functionality of Supervision and Inspection and Delivery of the Chief Justice Committees. Leadership and Management Audit will assess of the following categories which contributes to the overall Institutional Performance: 1. Financial Management Audit 2. Human Resource Management Audit 3. JOPRAS 4. OPRAS 5. Compliance on the Clients' Service Charter 6. Delivery of Chief Justice's Committees 7. Effectiveness of Inspection and Supervision Effectiveness of E- services (However, the categories can be added on when the need arises) This Audit will be done by Independent department that will also provide issues/ recommendations for improvement.

SN	Indicator Name	Description (indicator definition)
4.	Number of judiciary staff and stakeholders trained	This KPI tracks the total number of judiciary staff & other justice stakeholders trained in identified training courses as the per the Training Program. Judiciary staff means all staff under the judiciary (judicial and non-judicial officers)  Justice stakeholders include police, lawyers, media journalist, prison department, AGC, Solicitor general, Government Chemist, PCCB, Legal tribunals and etc.
		Data will be disaggregated by gender, and delivery method aka e-learning) e.g., in management, record keeping, customer relations, code of ethics, change management, e-justice and in specialized fields disaggregated by gender and level of court, and stakeholder type).  Please note, if a person attends multiple sessions, the number of session he/she attends is recorded
		as the KPI. Eg. if the same people attended 3 separate training session, it will count as 3 persons.

SN	Indicator Name	Description (indicator definition)
5.	Number of training sessions conducted through Video Conference	This KPI tracks the total number of training sessions conducted to judiciary staff & other justice stakeholders on identified training courses through video conference.
		Judiciary staff means all staff under the judiciary (judicial and non-judicial officers).
		The number of trainings conducted through video conference within Judiciary of Tanzania facilities.
		Justice stakeholders include police, lawyers, media journalist, prison department, AGC, Government Chemist, PCCB, Legal tribunals and etc.
		In the course of implementing the training course, these data points are to be gathered:
		<ol> <li>Type of training</li> <li>Gender</li> <li>Court level</li> <li>Stakeholder type</li> <li>Please note, if a person attends multiple sessions, the number of session he/she attends is recorded as the KPI. Eg. if the same people attended</li> <li>separate training session, it will count as 3 persons.</li> </ol>
6.	Reduction in number of disciplinary matters received	This refers to reduction in the number of disciplinary matters received by the JSC for both Judicial Staff and non-Judicial Staff.
7.	Number of Courts installed with key word classification system	This refers to the number of Courts installed with Key WORD Classification system for management of Records in both case and administrative registries.
8.	Reduction in number of missing records for Court of Appeal	This refers to reduction in the number of missing records for case related records in the court of Appeal.
9.	Reduction in number of missing records for High Court	This refers to reduction in the number of missing records for case related records in the High Court

SN	Indicator Name	Description (indicator definition)
10.	Results of actions taken on the issues identified in the Court User Survey reflected in the Performance Report.	This KPI will track the actions taken in relation to the issues/recommendations identified to be improved from the court user survey which have been selected by DJSIE and affirmed by JoT Management.  The results of which must be published in the Performance Report yearly (fiscal year).  The court user survey will include citizen's (men and women) perceptions on several institutional and stakeholder aspects such as their view on how they are treated by court staff, how good was the provision of information to them by the court, the amount of time that they had to wait before receiving services, and the way hearing/ trials are being handled and what was the role of the court in service delivery with other justice sector entities. Court user survey is conducted once every 3 years.
		<ol> <li>The current Court user survey has identified 6 key issues of concern from the citizen for further improvements. These includes: -</li> <li>Reduction of timeliness of court proceedings from filling to execution.</li> <li>Quality of service delivered by stakeholders and citizen awareness of the service.</li> <li>Improve capacity of supervision and Inspection of Court.</li> <li>Communication of complaints</li> <li>Affordability of court services</li> <li>Improving record - keeping through ICT and timely dissemination of information.</li> <li>However, the categories have been added to ensure that every area is measured.</li> </ol>

SN	Indicator Name	Description (indicator definition)
11.	Percentage of public satisfaction on Court services	This KPI refers to the tracking of the level of Public satisfaction with regards to court services. The key interventions to be monitored are those which have direct or indirect impact on customer satisfaction on court services, these include Customer orientation and professionalism; Usefulness of court notice board and website; Accessibility of court facilities and services; Court Environment and facilities; Accessibility of case related information; Effectiveness of execution of court decrees.  The results of the court user survey must be published in the Performance Report
12.	Percentage of Complaints Resolved	This KPI is to track the number of complaints resolved from the total number of complaints received monthly  Currently the Complaints Manual classifies the complaints received as:  1) Receiving 2) Handled/resolved 3) Pending
13.	Average time it takes from the date of filing a criminal case to the date of decision for Court of Appeal	The period from when the case was filed to the date of final decision. The criminal case for Court of Appeal covers Appeals, Applications, Revisions and Reviews.  Average number of days from filing to the date of final decision for Court of Appeal only.
14.	Average time it takes from the date of filing civil case to the date of decision of a case, for Court of Appeal	The period from when the case was filed to the date of decision. The civil case for Court of Appeal covers Appeals, Applications, Revisions and Reviews.  Average number of days from filing to the date of decision for Court of Appeal only.

SN	Indicator Name	Description (indicator definition)
15.	Average time it takes from the date of filing to the date of decision of a case, for High Court	The period from when the case was filed to the date of decision.  Average number of days from filing to the date of decision for High Court only.  Decision includes -ruling/judgment and order which finalize a case.
16.	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, for High Court.	The period from when the application for execution was filed to the date when the decree was fully satisfied. Final satisfaction of decree is determined when the decree is fully settled.  Average number of days from filing application for execution to the date of full satisfaction of a decree for High Court only.
17.	Average time it takes from the date of filing to the date of final decision of a case, for Resident Magistrate Court	The period from when the case was filed to date of final decision.  Average number of days from filing to the date of final decision for Resident Magistrate Court only.
18.	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at Resident Magistrate Court	The period from when the application for execution was filed to the date when the decree was fully satisfied. Final satisfaction of decree is determined when the decree is fully settled.  Average number of days from filing application for execution to the date of full satisfaction of a decree for Resident Magistrate Court only.
19.	Average time it takes from the date of filing to the date of decision of a case, at District Court	The period from when the case was filed to the date of final decision.  Average number of days from filing to the date of final decision for District Court only.

SN	Indicator Name	Description (indicator definition)
20.	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at District Court	The period from when the application for execution was filed to the date when the decree was fully satisfied. Final satisfaction of decree is determined when the decree is fully settled.  Average number of days from filing application for execution to the date of full satisfaction of a decree for District Court only.
21.	Average time it takes from the date of filing to the date of decision of a case, at Primary Court	The period from when the case was filed to the date of decision. Average number of days from filing to the date of decision for Primary Court only.
22.	Average time it takes from the date of filling application for execution to the date of full satisfaction of a decree, at Primary Court	The period from when the application for execution was filed to the date when the decree was fully satisfied. Final satisfaction of decree is determined when the decree is fully settled.  Average number of days from filing application for execution to the date of full satisfaction of a decree for Primary Court only.
23.	Average time it takes from the date of filing to the date of decision of a case, for Commercial Cases.	This KPI considers the total time taken from case filing to the date of decision for Commercial cases in all courts nationwide except for the Primary Court. A case is considered to be entered into the Judiciary system on the day the case is filed and captured by the court registry – case filing.  A Commercial case means a civil case involving a matter considered of commercial significant as defined under section 2 of the Magistrate's Courts Act Cap. 11R.E.2019.

Indicator Name	Description (indicator definition)
Average time it takes from the date of filling application for execution to the date of full satisfaction of the decree, for Commercial Court	The period from when the application for execution was filed to the date when the decree was fully satisfied. Final satisfaction of decree is determined when the decree is fully settled.  Average number of days from filing application for execution to the date of full satisfaction of the decree for High Court Commercial Division only.
Average time taken to write court judgement in selected courts	Monitoring time from conclusion of trial to delivery of written judgment in selected courts. The selected courts are all High Court Centres and Court of Appeal
Percentage Court decisions for High Court and Court of Appeal published online.	This refers to the percentage of court decisions from Court of Appeal and High Court published on Judiciary Website except for specified cases. The specified cases refer to Adoption, Matrimonial, Juvenile and rape.
Percentage of cases resolved through ADR	The percentage of cases resolved through the Alternative Dispute Resolution (ADR) mechanism in the Court system except the Court of Appeal.  ADR Means, negotiation, conciliation, mediation, arbitration, or similar alternative procedure not involving the trial.  A case is deemed resolved through the ADR mechanism upon signing of consent settlement
	Average time it takes from the date of filling application for execution to the date of full satisfaction of the decree, for Commercial Court  Average time taken to write court judgement in selected courts  Percentage Court decisions for High Court and Court of Appeal published online.  Percentage of cases resolved

SN	Indicator Name	Description (indicator definition)
28.	Percentage of case backlog to the total pending cases in the court system.	A case is referred to be a backlog if has stayed in the court system for more than 2 years for the Court of Appeal and High Court except for Commercial Court; more than 12 months in the Court of Resident Magistrate, District Court and Commercial Court Division of the High Court.
		The scope for monitoring the implementation of case backlog is limited to Court of Appeal, High Courts, Court of Resident Magistrate and District Courts.
		The percentage of the case backlog to the total pending cases should be disaggregated for each court levels i.e.; for Court of Appeal, High Courts; Court of Resident Magistrate and for District Courts.
29.	Average time it takes from the date of filing to the date of decision of a case, for Family case	The period from when the case was filed to the date of decision.  Average number of days from filing to the date of
		decision for family cases only.  Family cases include probates, matrimonial and adoption.
		This KPI refers only to the original case.
30.	Average time it takes from the date of filling for execution to the date of full satisfaction of the decree, for Family case	The period from when the execution was filed to the date of full satisfaction of the decree.  Average number of days from the date filing for execution to the date full satisfaction of a decree of a case for family cases only. Family cases include probates, matrimonial and adoption.  This KPI refers to only the original case, excluding
		appeals.

SN	Indicator Name	Description (indicator definition)
31.	Average time it takes from the date of filing to the date of decision of a case, for Traffic cases	This refers to the period from when the case was filed to the date of decision.
		Traffic cases are those offences falling under the Road Traffic CAP168 RE 2002 and Sumatra Act and Regulations, and Motor Vehicle Insurance Act, Transport & Licensing Act
32.	Case disposal rate for all cases	Percentage of the number of decided cases divided by the workload during the period being reported on.
		The scope for the calculation of disposal rate covers the entire court system i.e. from Court of Appeal to Primary Court for all cases.
33.	The number of Court sessions conducted through video and audio conference.	This refers to the number of court sessions conducted through video conference and teleconference facilities within Judiciary of Tanzania (JOT) disaggregated at court levels excluding the Primary Court. For Purpose of this KPI, Court session means court proceedings for both Criminal and Civil cases.
34.	Number of beneficiaries of mobile court services	Refers to the number of beneficiaries (for example women, men, businesses, government institutions) of mobile court services (for example adjudication , mediation, conciliation, counselling, information provision, and so on) in select areas on a gender-disaggregated basis in a year.
		Beneficiaries are those who have received mobile court services multiplied by the average number of family members according the Bureau of Statistics multiplied by the average number of family members according the Bureau of Statistics.

SN	Indicator Name	Description (indicator definition)
35.	Monitoring and Evaluation System in place	Refers to the design, development and operationalization of an automated Monitoring and Evaluation system that will administer the implementation of all Activities in the Judiciary Strategic Plan.
		The development of Monitoring and evaluation system will include the following elements:
		<ul> <li>Data collection tool for non-case related information</li> <li>Data management, analysis and presentation</li> <li>Reporting</li> </ul>
36.	Publication of Judiciary Annual Reports	This KPI is a requirement of the Judiciary Administration Act No. 4 of 2011 upon Judiciary to provide an annual update on its activities for the consumption of the general public. Publication of all reports to be distributed in hardcopy and uploaded to the website.
		<ul> <li>Annual Performance Report         Content of the Annual performance report:         - Service delivery performance         - Success stories         - Results of the Court User Survey     </li> <li>Annual Statistics Report</li> </ul>
37.	Number of Court Building with Functional LAN Infrastructure	This refers to the installation of Local Area Networks (LAN) in all existing court buildings, except Primary Courts, in order to enable use of ICT in enhancing judicial services.
		This KPI excludes new court buildings assuming that LAN infrastructure is fully provided in the scope of those projects. The scope of this KPI will cover existing court buildings with partial LAN installation and those court buildings with no LAN at all.
		LAN is deemed functional once it is connected to the Government Network (Gov Net).

SN	Indicator Name	Description (indicator definition)
38.	Number of Court Building with Functional WAN Infrastructure	This refers to the installation of Local Area Networks (LAN) in all existing court buildings, except Primary Courts, in order to enable use of ICT in enhancing judicial services. This KPI excludes new court buildings assuming that LAN infrastructure is fully provided in the scope of those projects. The scope of this KPI will cover existing court buildings with partial LAN installation and those court buildings with no LAN at all.
		LAN is deemed functional once it is connected to the Government Network (GovNet).
39.	Number of High Court installed with Court Technology	This refers to the installation of set of solutions including case management system, recording system, video conferencing, intranet and internet services.
40.	Number of Prisons installed with Court Technology	This refers to the installation of set of solutions including case management system, recording system, video conferencing, intranet and internet services in order to enable use of ICT in enhancing judicial services.
41.	Percentage of modules completed in e – case management system	Refers to the design, development and operationalization of an automated system that will administer cases and use technology to expedite Judiciary of Tanzania internal operations and processes.  An e-case management system is to be developed that includes the following elements:  1. e-filing 2. e-fees (payment) 3. e-notification
		4. e-records (case records) 5. e-decision publication  The milestones to be achieved based on the planned activity in the development and operationalisation of the system, as per follows. The weightage of each milestone depends on the number of milestones in a particular year, such that achievement of all milestones in a particular year will fulfil 100% of that year's

SN	Indicator Name	Description (indicator definition)
42.	Percentage of modules completed in e – Administration system	Refers to the design, development and operationalization of an automated Administrative system that will administer all administration services which support judiciary functions.
		An e-admin system is to be developed that includes the following elements:  The milestones to be achieved based on the planned activity in the development and operationalisation of the system, as per follows. The weightage of each milestone depends on the number of milestones in a particular year, such that achievement of all milestones in a particular year will fulfil 100% of that years.
43.	Completion of construction of HQ Building	This indicator refers to the construction of Headquarters Building of the Judiciary of Tanzania. The building will accommodate the office of the Judiciary HQ; High court main Registry, Court of Appeal and the expected Supreme Court.
44.	Number of IJCs constructed and made operational in select locations	Refers to the design, construction and operationalization of an Integrated justice centres (IJCs), which has a few courts with modern e-justice tools, training rooms and consolidated citizens' services, and space for justice sector stakeholders (for example prosecutors, legal aid, police, lawyers, and social services).  IJCs constructed and operational in eighteen (18) selected locations.
45.	Number of District court buildings constructed	This refers to the construction of a new District Court Building in select locations with a new philosophy of bringing together all key justice stakeholders under one roof.  The new building will be equipped with modern ICT facilities and working tools to enhance the provision of E- Justice Services.

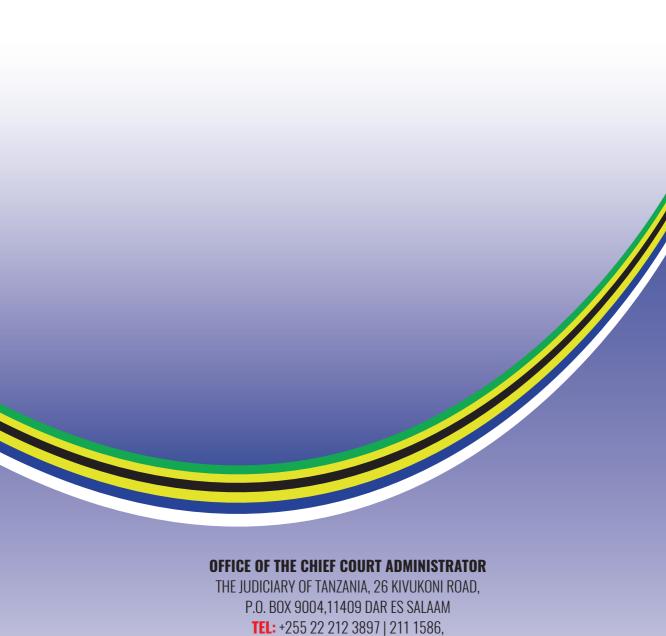
SN	Indicator Name	Description (indicator definition)
46.	Number of Primary court buildings constructed	This refers to the construction of a new Primary Court Building in select locations with a new philosophy of bringing together all key justice stakeholders under one roof.
		The new building will be equipped with modern ICT facilities and working tools to enhance the provision of E- Justice Services.
47.	Number of Residence house Buildings Constructed	This refer to the number of new Residence buildings across all court levels constructed in select locations. The locations will be decided following priority as defined in the TORs that will be used to procure contractor for new buildings.
		A new Residence building is one that has been constructed and operational (i.e. did not exist before 2019/2020, furnished, IT equipped, staffed and cases filed). A court building accommodates actual courts, as well as Judicial and non-Judicial staff.
48.	Information on construction activities is publicly accessible	Making information on the targets for construction of new court buildings at all levels as well as progress on the construction publicly available through various means for each respective construction project. The report will show progress at all levels against the 2020 target.
		The description should include monthly uploading of construction site pictures on the publicly accessible parts of the Judiciary's website.
49.	Percentage of citizens residing in regions with functional High Court.	The increase in accessibility of high courts users from their geographic area through construction and operationalization of modern Integrated Justice Centres (IJCs) and Courthouses.
		The KPI measures the percentage of the population with proximity to the high court services in their respective regions with respect to the total number of the population in the country as prescribed by the NBS.

SN	Indicator Name	Description (indicator definition)
50.	Percentage of cases represented by Legal Aid Providers	Refers to total number of cases represented by the Legal Aid Providers. To establish cooperation with all Non-Governmental Organisations (NGOs) that provide legal aid.  Includes a review of any internal procedures to enable the capturing of legal aid services into the physical registers and JSDS.
51.	Number of hits on the Judiciary's website	Purpose is to measure the awareness of the public on the website and usefulness of the contents published on the website. Under the Parent Project, the judiciary launched its website and the purpose of the indicator was to assess whether citizens were aware of the website. In view of the satisfactory number of hits that the website gets, the Additional Financing will focus on analyzing and monitoring users' behaviors on the website to determine whether users are accessing relevant information on court user guide, court fees, court calendar, court case list, court decisions, advocates, court brokers, and legal aid NGOs, among others. The judiciary will use analytics tools to assess users' behavior and satisfaction, and access to relevant information. The analytics tools will allow to systematically monitor and collect actionable data on users' behavior for policy decision making and analyze whether relevant information is easily accessible for use

SN	Indicator Name	Description (indicator definition)
52.	Number of citizen's awareness programs on court information conducted in partnership with Stakeholders	Number of awareness programs on court services and processes conducted annually on community radio and through other means, in partnership with civil society organisations (CSOs). Types of court information in the programme are Court services and processes which will be provided in partnership (collaboration) with CSOs include:  - Filing procedures at first instances - Where to go (jurisdiction as to which court) - Costs involved Appeals processes
53.	Number of court brokers (enforcement agents)	This refers to the increase in number of court brokers and enforcement agents (for example ward counsellor) that are external to the judiciary and operate in Dar es Salaam and in the other parts of the country, with special attention to urban (non-Dar es Salaam) and rural areas where the coverage is particularly deficient, based on market analysis which would also explore, among other factors, the alternative of strengthening in-house enforcement capabilities to cut cost of access to justice for small business and the general public.  The aim is to increase the number of Court Brokers to expedite execution of judgements.
54.	Number of outreach Programs conducted for Primary and Secondary schools	Outreach programs for Primary and Secondary schools covers awareness and education programs on court services, procedures, ethics etc. conducted to the school and college students through a well-structured program. Outreach tools may include presentations to Mahakama Clubs at all selected schools and colleges, leaflets, newsletters, advertising stalls and displays and dedicated events such as Sabasaba exhibition, Law week etc.  The objective of this program is to mentor, motivate and groom school and college students in order to have good and ethical legal practitioners in the future.

SN	Indicator Name	Description (indicator definition)
55.	Number of TV and Radio programs conducted	This KPI requires judiciary to conduct regular awareness programs aimed at widening access to court services:
		Programs should cover wide areas including
		Programs on Court procedures
		<ul> <li>Programs on specialised cases e.g. probate cases, labour matters, land matters, court fees, legal aid services, court brokers, advocates etc.</li> </ul>
		Programs on Judiciary reforms and development projects
		The programs can be conducted through Radio & TV programs national & local medias.
56.	Number of beneficiaries of Outreach Programs	Outreach programs covers awareness and education programs on court services conducted to the public at community level (Closer to where people live). Outreach tools may include leaflets, newsletters, advertising stalls and displays and dedicated events such as Sabasaba exhibition, Law week etc.
57.	JoT mini studio established	The studio will be an information centre for court reporters/ journalist/ JoT staff and other stakeholders like lawyers, researchers, students etc. In obtaining court related information and conducting awareness programs on various court services
58.	Number of press conference conducted	This refers to the programs prepared to officially communicate or respond to important issues related to Judiciary and involves a participation of journalists and representative of JoT.





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